



## CALIFORNIA EMERGENCY MANAGEMENT AGENCY

December 1, 2009

To: California Cities

Subject: CalGRIP Funding: Request for Proposals for the California Gang Reduction, Intervention, and Prevention Program for Cities

The California Emergency Management Agency (Cal EMA), in partnership with the Governor's Office of Gang and Youth Violence Policy (OGYVP), is pleased to present the 2009/10 Request for Proposals (RFP) for the California Gang Reduction, Intervention, and Prevention (CalGRIP) Program for Cities. This competitive funding opportunity is a result of Governor Schwarzenegger's CalGRIP Initiative. Cities may apply for up to \$400,000 in grant funds. The purpose of this RFP process is to award cities grant funding for gang prevention, intervention and suppression activities.

**There have been several changes to this year's CalGRIP Grant Program.** First, Community-Based Organizations (CBOs) are no longer eligible to apply for CalGRIP funds. Cities, however, are required to distribute at least 20 percent of grant funds to one or more CBOs. Second, applicants that choose to use evidence-based practices will receive additional points. There are three ways to earn these points:

1. Applicants that propose to implement an evidence-based program from a list developed for OGYVP by national experts (Attachment A to the RFP) will receive 15 additional points;
2. Applicants that propose to implement an evidence-based program or strategy not on the list will receive 5 additional points; or,
3. Applicants that propose to implement the Safe Community Partnership strategy, an evidence-based practice, will receive 15 additional points. (See Part I, Section G of the RFP.)

Finally, technical assistance will be available for one grantee to implement the Safe Community Partnership strategy (See Part I, Section H of the RFP for details on this strategy).

To download or view an electronic copy of the RFP go to the Cal EMA Web site ([www.calema.ca.gov](http://www.calema.ca.gov)), scroll over the "Grants" tab, then select the "(LEVS) Criminal Justice Grants RFAs/RFPs". Click on "Request for Proposal (RFP) Funding Information," then select "California Gang Reduction, Intervention and Prevention Program for Cities" from the list. Or, paste the following link into your browser and select the "California Gang Reduction, Intervention and Prevention Program for Cities" from the list:

<http://www.oes.ca.gov/WebPage/oeswebsite.nsf/LEVSRFPPortal?OpenForm>

**The due date for Proposals is January 12, 2010.** Please refer to the RFP for additional details. Questions concerning the RFP or the CalGRIP Program may be directed to Lupe Humphrey by email at [Lupe.Humphrey@oes.ca.gov](mailto:Lupe.Humphrey@oes.ca.gov), or by phone at (916) 322-0096. **A bidder's telephone conference call to discuss evidence-based practices is scheduled for December 8, 2009 at 10:00-11:30 a.m.** (See Part I, Section I of the RFP for details.)

Sincerely,

Brendan A. Murphy  
Director of Grants Management

# CALIFORNIA GANG REDUCTION, INTERVENTION, AND PREVENTION PROGRAM

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**CALIFORNIA GANG REDUCTION, INTERVENTION, AND PREVENTION PROGRAM  
PART I – OVERVIEW**

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- A. INTRODUCTION
  - B. CONTACT INFORMATION
  - C. PROPOSAL DUE DATE AND SUBMISSION OPTIONS
  - D. ELIGIBILITY
  - E. FUNDS
  - F. PROGRAM INFORMATION
- 

A. INTRODUCTION

On May 25, 2007, Governor Schwarzenegger proposed a comprehensive and innovative anti-gang initiative to fight gang violence in California. The California Gang Reduction, Intervention and Prevention (CalGRIP) Initiative targets state and federal funding toward local anti-gang efforts, including: prevention, intervention, job training, education, and enforcement.

This Request for Proposal (RFP) provides the information and forms necessary to prepare a proposal for California Emergency Management Agency (Cal EMA) grant funds for the CalGRIP Program. The terms and conditions described in this RFP supersede previous RFPs and conflicting provisions stated in the *Recipient Handbook*. The *Recipient Handbook* provides helpful information for developing the application and is accessible on our Web site at [www.calema.ca.gov](http://www.calema.ca.gov). Look on the left side of the Cal EMA homepage under “Quick links” for the *2009 Criminal Justice Programs Recipient Handbook* or scroll over the “Justice Programs” tab, select “Grant Applications & Proposals (RFAs/RFPs),” and then look under the “Related Links” section for *Recipient Handbooks*.

B. CONTACT INFORMATION

Questions concerning this RFP, the proposal process, or programmatic issues should be submitted in writing to Lupe Humphrey, Criminal Justice Specialist, Crime and Gangs Branch, by fax (916) 323-1756, or e-mail to [lupe.humphrey@oes.ca.gov](mailto:lupe.humphrey@oes.ca.gov). Lupe can be reached by phone at (916) 322-0096.

Cal EMA staff cannot assist the applicant with the actual preparation of its proposal. During the period of time between the publication date of the RFP and the date the competitive proposal is due, Cal EMA can only respond to technical questions about the RFP.

Cal EMA will maintain a list of Frequently Asked Questions (FAQs) on its Web site. To access the list of FAQs, go to [www.calema.ca.gov](http://www.calema.ca.gov), select “Grants,” then “(LEVS) Criminal Justice Grants RFAs/RFPs.” Click on “Frequently Asked Questions” from the list of Related Links on the right.

C. PROPOSAL DUE DATE AND SUBMISSION OPTIONS

***One original, three copies and one compact disc with an electronic copy*** of the proposal must be delivered to Cal EMA by the date and time indicated below. ***A late proposal will be deemed ineligible for funding.*** Submission options are:

**Regular or overnight mail, postmarked by January 12, 2010, OR Hand-delivered by 5:00 p.m. on January 12, 2010 to:**

California Emergency Management Agency  
Crime and Gangs Branch  
3650 Schriever Avenue  
Mather, CA 95655  
Attn: CalGRIP Program – Crime & Gangs Branch

Applicants whose proposals are received by the due date will receive an e-mail confirmation from Cal EMA acknowledging receipt of the proposal. This notification will be sent to the e-mail address of the person signing the Grant Award Face Sheet. Applicants that do not receive an e-mail confirmation by January 18, 2010 should contact Cal EMA.

#### D. ELIGIBILITY

Only California cities are eligible to apply. The City of Los Angeles is not eligible to submit a proposal in response to this RFP because it has been allocated funds separately under the CalGRIP Grant Program.

Community-based organizations (CBOs) cannot apply. The 2009/10 State Budget requires cities to distribute at least 20 percent of the grant funds they receive to one or more CBOs. Applicants that fail to meet this requirement will be disqualified.

Cities currently receiving 07/08 and/or 08/09 CalGRIP funds from Cal EMA or the Employment Development Department are eligible to apply, but the proposed project cannot duplicate a currently funded CalGRIP project. The proposed project can be a new and distinct project, or can augment the existing project(s) by providing services to a larger target population or a different target area. Using the same rationale, CBOs currently funded by the CalGRIP Program cannot be included in a city application to duplicate the currently funded project. Applicants must address this issue by responding to the questions on the CalGRIP Eligibility Form (accessible through Attachment D). Cal EMA will review this information to determine eligibility. Applicants that fail to demonstrate that the proposed project is not duplicative of a currently funded CalGRIP project will be deemed ineligible for funding.

A city may not submit more than one proposal to Cal EMA for 09/10 CalGRIP funding.

#### E. FUNDS

The Legislature allocated \$8,215,000 for this program in the 2009/10 California Budget. Each applicant may request up to \$400,000.

The grant period will be a two-year period, from April 1, 2010 to March 31, 2012. Funding requires a dollar-for-dollar (100 percent) match of the funds awarded to the recipient (cash or in-kind).

The amount funded may be less than the amount requested in order to maximize the impact of the funds. At least two grants will be awarded to cities with populations of 200,000 or less.

#### F. PROGRAM INFORMATION

The purpose of the CalGRIP grant program is to provide grants to cities for gang prevention, intervention, reentry, education, job training and skills development, family and community services and suppression activities. Applicants are encouraged to develop project activities designed to meet the unique needs of the area(s) and population(s) targeted by the project. Therefore, a proposal may address more than one focus area (e.g., prevention and suppression). All project plans must be supported by quantifiable objectives and measurable outcomes. Projects selected for funding will be required to report on the number of individuals receiving services under each focus area implemented in the grant.

Applicants will be scored, in part, on how well they demonstrate their plan to incorporate a regional approach to anti-gang activities. For purposes of this RFP, a "regional approach" is one that incorporates multiple jurisdictions and/or multiple agencies/organizations in the implementation of a project plan.

To foster the development of a regional approach, each city selected for funding through this RFP process must collaborate and coordinate with area jurisdictions and agencies, including the existing county juvenile justice coordinating council, with the goal of reducing gang activity in the city and adjacent

areas. Each recipient must establish a coordinating and advisory council to prioritize the use of the funds. The advisory council can be either a new or existing group. It can also be a subset of an existing group, (e.g., the county juvenile justice coordinating council). Membership must include:

- City officials;
- Local law enforcement including the chief of police, county sheriff, chief probation officer, and district attorney;
- Local educational agencies, including school districts and the county office of education; and,
- Community-based organizations.

The applicant city must designate a lead city agency to serve as the implementing agency to submit the proposal, administer the grant and coordinate all agencies and community-based organizations participating in the project. The city may designate a county agency as the implementing agency if the county agency is performing a city function under contract with the city (e.g., a county sheriff's department serving as a city police department under contract with the city). An application submitted by a city may include other cities, counties, city and/or county agencies and community-based organizations as partners in the proposed project.

**NOTE:** Cities are required to distribute at least 20 percent of the grant funds they receive to one or more community-based organizations.

**Enterprise Zone Preference Points** will be given to applicants that target established "Enterprise Zones" in accordance with California Government Code Section 7082. These are areas identified to receive state contract preference points due to high unemployment, lower incomes and population density. The goal of the Enterprise Zone Program is to stimulate growth in economically distressed areas.

Five percent (5%) of the total points possible will be added to an applicant's score if the entire target area of the proposed project falls within an Enterprise Zone, OR if the entire Enterprise Zone falls within the target area. Two percent (2%) of the total points possible will be added to an applicant's score if a portion of the target area falls within an Enterprise Zone.

Complete information concerning the Enterprise Zone Program is available on-line from the California Department of Housing and Community Development (HCD), Division of Financial Assistance Web page at <http://www.hcd.ca.gov/fa/cdbg/ez/>. If the applicant is eligible for preference points, the appropriate agency (as designated by the HCD) must provide certification of eligibility. The Preference Points Certification form (Cal EMA Form 2-155) must be included in the Proposal. Self-certification is not allowed.

## G. ADDITIONAL POINTS FOR EVIDENCE-BASED PRACTICES

Grant funds, when appropriate, should be invested in programs or strategies that have been proven to work, (i.e., evidence-based practices). For purposes of this RFP, an evidence-based program or strategy is one that has been found to be effective based on rigorous evaluations. **Additional points will be given to applicants that propose to implement a program or strategy that is evidence-based, in one of the following three ways:**

1. On behalf of the Governor's Office of Gang and Youth Violence Policy, Peter Greenwood, PhD, with the assistance of an expert review panel, has developed a list of Evidence-Based Violence Prevention and Intervention Programs. This list is attached to this RFP as Attachment A. Dr. Greenwood developed this list by identifying the most rigorous systems that rate programs that reduce or prevent youth crime or violence or related risk factors (delinquency, substance abuse, etc.). Applicants that propose to use one or more of the Proven or Promising Programs included in this list will receive 15 additional points. Implementation of evidence-based programs requires technical assistance to learn how to implement the program with fidelity to the model, track

outcomes, etc. To receive the additional 15 points, applicants must describe how they will obtain technical assistance. Cities should identify the entity from which they may receive technical assistance and/or the process by which they will select an entity to provide technical assistance. To implement these programs, cities also are encouraged to partner with county agencies, educational agencies and community-based organizations.

**OR**

2. Applicants that proposing an evidence-based program or strategy that is not listed on Attachment A will receive 5 additional points, provided the applicant describes and cites the research or authority that shows it is evidence-based. To receive the additional 5 points, applicants must describe how they will obtain technical assistance. Cities should identify the entity from which they may receive technical assistance and/or the process by which they will select an entity to provide technical assistance. To implement these programs and strategies, cities also are encouraged to partner with county agencies, educational agencies and community-based organizations. (If questions arise during the rating process about whether a particular program or strategy is evidence-based, the rating team may consult with an individual knowledgeable in this area).

**OR**

3. Cities that propose to implement the Safe Community Partnership strategy, as outlined in Section H below, will receive 15 additional points. To receive the additional 15 points, applicants must describe how they will receive technical assistance in the event they do not receive the technical assistance described immediately below. Cities should identify the entity from which they may receive technical assistance and/or the process by which they will select an entity to provide technical assistance.

## H. TECHNICAL ASSISTANCE FOR SAFE COMMUNITY PARTNERSHIP STRATEGY

**Technical assistance will be afforded to only one grantee that seeks to implement the evidence-based Safe Community Partnership strategy.**

**NOTE:** Any city funded in FY 08/09 to implement the Safe Community Partnership with CalGRIP funds, or any city that is otherwise implementing this strategy, cannot apply to implement the strategy through this RFP process. These cities can, however, apply for CalGRIP funds to implement a new or different program or to support or augment their current Safe Community Partnership efforts. These applicants can receive additional points for evidence-based practices only under Section G (1) or G (2) above.

### Safe Community Partnership Strategy

Over the past 15 years, numerous cities across the country have successfully reduced relatively high rates of gang and youth gun violence through a strategy that brings together – and assigns specific roles to – criminal justice agencies/organizations that provide employment training and placement, social service agencies, community and faith leaders, and gang outreach programs. Boston (*Operation Ceasefire*), Chicago, Cincinnati, and Indianapolis used this strategy to achieve reductions in gun homicide of 25 to over 60 percent and, here in California, Stockton reduced gun homicide by more than 43 percent between 1998 and 2001. This strategy, based upon extensive research and experience, has evolved from a primary focus on deterring serious gang and youth gun violence, to a comprehensive approach that combines deterrence with workforce training, employment and other services.

Recognizing the effectiveness of this approach, three California foundations (the California Endowment, the Kaiser Permanente Northern California Region: Community Benefit Programs, and The California Wellness Foundation) pooled \$1,000,000 in the last CalGRIP grant cycle to provide technical assistance



for cities that obtained grants to implement this strategy. There is sufficient funding to allow for one additional city to receive technical assistance in the current grant cycle.

Interested cities with a relatively high rate of gang and youth gun violence should submit a CalGRIP proposal that requests grant funding and technical assistance to implement this strategy. To do so, applicants should follow the same Project Narrative Guidelines as all other applicants (See Part II), and indicate the request for technical assistance on the Cover Sheet.

Among the cities that qualify for funding to implement the Safe Community Partnership, only one will receive technical assistance. Any additional cities will have to obtain their own technical assistance.

### What the Strategy Requires

This strategy requires that a city take the following steps in partnering, planning, and implementation to reduce its relatively high rate of gang and youth gun violence:

1. **Analyze the dynamics of local gun violence:**  
A city will collect and analyze basic data on gun violence, including the geographic location of violent incidents, demographic information on individuals involved in gun violence, and patterns of gang violence. This data will be used by the working group (described below) to design its strategy.
2. **Organize a working group that will design and implement the local strategy:**  
A city will organize a working group that includes representation from public and private employment training and placement providers, criminal justice agencies (including the district attorney's office, police department, sheriff's department, and probation office), community and faith leaders, gang outreach workers, and public and private social service agencies that serve youthful offenders, youth at risk of violence, and gang members. Drawing on the data analysis above, each working group will design and implement a local strategy that includes: a) directly communicating a violence prevention message to the gang members and youth most likely to commit gun violence, b) linking these gang members and youth to training and employment opportunities, and c) coordinating law enforcement efforts.
3. **Communicate directly with the gang members and youth most likely to commit gun violence:**  
A city will communicate directly with these gang members and young people. This will be accomplished primarily at group meetings known as "call ins" or "forums," attended by representatives of the working group and the particular gang members and young people. At these meetings, the working group will set forth a two-part message: a) gun violence must stop immediately or criminal justice agencies will intervene quickly and forcefully against those responsible; and b) the group is there to support the gang members and youth with intensive services and employment. Gang outreach workers can also work with gang members to prevent violence.
4. **Connect gang members and young people to employment opportunities:**  
Each city will strengthen its capacity to place the gang members and young people identified as most likely to commit gun violence in quality employment opportunities. This includes providing social services, "soft skills" training, ongoing support (such as mentoring and mutual support programs), and job training and placements. Note that experience in other cities indicates that the number of gang members and young people requiring such intensive assistance is likely to be relatively small and within the capacity of most cities to provide.
5. **Build a strategic law enforcement partnership:**  
An essential component of this approach calls for criminal justice agencies to focus their enforcement efforts on the relatively small group of gang members and young people who "drive"



gun violence as determined by the problem analysis described above – particularly to the extent that these gang members and young people disregard the message to cease gun violence.

### Technical Assistance

The successful recipient will receive a CalGRIP grant to assist in implementing this strategy, and in-depth technical assistance from national experts funded by private foundations. The technical assistance will be coordinated by the Public Health Institute, and will focus on five aspects of the strategy:

1. Providing a comprehensive understanding of local gang and youth gun violence patterns and trends, including the geographic location of violent incidents, demographic information on individuals involved in gun violence, and patterns of gang violence.
2. Strengthening social service and employment programs and opportunities for gang members and young people most likely to commit gun violence.
3. Developing and/or strengthening gang outreach programs.
4. Strengthening the strategic enforcement capacity of participating criminal justice agencies.
5. Participating in a foundation-funded evaluation designed to assess the impact of the initiative on gun related gang and youth violence, recidivism, and employment outcomes.

### Materials on Previous Implementations of this Strategy

Braga, Anthony A., David M. Kennedy, Eline J. Waring, and Anne Morrison Piehl. *Reducing Gun Violence: The Boston Gun Project's Operation Ceasefire*. National Institute of Justice, 2001. <http://www.ojp.usdoj.gov/nij/pubs-sum/188741.htm>

Fagan, Jeffrey, Tracey L. Meares, and Andrew V. Papachristos. *Attention Felons: Evaluating Project Safe Neighborhoods in Chicago*. U Chicago Law & Economics, Olin Working Paper No. 269, Columbia Public Law Research Paper No. 05-97, 2007. [http://papers.ssrn.com/sol3/cf\\_dev/AbsByAuth.cfm?per\\_id=56880](http://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=56880)

Seabrook, John. *Don't Shoot: A radical approach to the problem of gang violence*. The New Yorker, June 22, 2009. [http://www.calgrip.ca.gov/documents/Dont\\_Shoot\\_The\\_New\\_Yorker.pdf](http://www.calgrip.ca.gov/documents/Dont_Shoot_The_New_Yorker.pdf)

Wakeling, Stewart. *Ending Gang Homicide: Deterrence Can Work*. California Attorney General's Office, Perspectives on Violence Prevention, 2003. [http://www.calgrip.ca.gov/documents/Ending\\_Gang\\_Homicide.pdf](http://www.calgrip.ca.gov/documents/Ending_Gang_Homicide.pdf)

## **I. BIDDER'S CONFERENCE ON EVIDENCE-BASED PRACTICES**

A bidder's telephone conference call has been scheduled for **Tuesday, December 8, 2009 from 10:00 to 11:30 a.m.** The bidder's conference is for any applicant wishing to learn more about evidence-based programs or strategies, including the Safe Community Partnership strategy. Cal EMA and OGYVP staff will be available to answer questions and provide more information. There will be a limited number of ports available for this call; therefore, Cal EMA requests that each interested city access the conference from no more than two phone lines. The conference call can be accessed by dialing **1-877-214-6371** and providing the following Participant Pass Code: **647589**. For security reasons, the pass code will be required to join the call. You may be asked to provide the name of the Conference Host to the operator; the Conference Host is Paul Seave, Director of the Governor's Office of Gang and Youth Violence Policy.

# CALIFORNIA GANG REDUCTION, INTERVENTION, AND PREVENTION PROGRAM

## PART II – RFP INSTRUCTIONS

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- A. PROJECT NARRATIVE
  - B. PROJECT BUDGET
  - C. PROPOSAL APPENDIX
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The instructions in this section correspond to each of the proposal components and to the forms required to complete the proposal.

The applicant must use the forms provided in Part IV of this RFP or on our Web site at [www.calema.ca.gov](http://www.calema.ca.gov). The Project Narrative and the Budget Narrative must be double spaced, in Arial 11 point font, with one-inch margins, on plain white 8½ x11-inch paper. The Project Narrative must not exceed **20 pages** (single-sided). The Budget Narrative (see Part II, Section B) must not exceed **3 pages** (single-sided). The only allowable attachments are those listed below in Part II, Section C; these are not included in the page limit. The applicant must ensure that information requested by the RFP instructions is included in the appropriate section of the proposal to receive credit. Failure to include the required components may result in a reduced score or disqualification. Information provided that exceeds the page limits, or ignores font and spacing requirements, will not be taken into consideration.

The applicant must submit one original, three copies and one compact disc with an electronic copy of the proposal. Copies of the proposal must be assembled separately and individually fastened in the upper left corner. Do not bind proposals.

The following components are required for a complete proposal. Electronic links to the required forms are located in Part IV, Attachment D.:

- Proposal Cover Sheet
- CalGRIP Eligibility Form
- Enterprise Zone Preference Points Certification Form (Cal EMA 2-155) *(if applicable)*
- Grant Award Face Sheet (Cal EMA 2-101)
- Project Contact Information (Cal EMA 2-102)
- Signature Authorization (Cal EMA 2-103)
- Certification of Assurance of Compliance – (Cal EMA 2-104)
- Project Narrative (Cal EMA 2-108)
- Project Budget (Including the Budget Narrative (Cal EMA 2-107) and the Budget Forms (Cal EMA 2-106c))
- Proposal Appendix (refer to Part II, C)
  - Project Summary (Cal EMA 2-150)
  - Organizational Chart for Implementing Agency
  - CalGRIP Focus Area Chart
  - Partner Roles and Responsibilities Chart
  - Operational Agreements
  - Membership Roster of the Coordinating and Advisory Council
  - Noncompetitive Bid Request Checklist (Cal EMA 2-156), if applicable
  - Out-Of-State Travel Request (Cal EMA 2-158), if applicable
  - Project Service Area Information (Cal EMA 2-154)
  - Computer and Automated Systems Purchase Justification (Cal EMA 2-157), if applicable

## A. PROJECT NARRATIVE (20 pages)

### A.1 Statement of Need

#### A.1.1 Gang and Youth Violence Problem

Using both quantitative and qualitative information for support, describe the gang or youth violence problem affecting your community. Your description should indicate whether, in what ways, and why the problem is getting better or worse (or holding steady). Describe the types of violence, other crimes and gang activity committed; how the violence and gangs impact various aspects of the community; and, the causes of the violence. As a part of this section, applicants also must:

- a. Support the description with statistical information, such as crime incidents; crime rates per capita; crime trends; gang-related crimes; number of gangs identified by law enforcement; number of gang members validated by law enforcement; incidents at school, etc.
- b. Include comparisons to statewide statistics, or to those of similar jurisdictions, and provide trend data from your own jurisdiction to illustrate the extent of the problem.
- c. Include statistics on gang-related homicides for 2007 and 2008 (Note: If the official numbers as reported to the California Department of Justice appear to understate the gang homicide problem in your target area, you may want to request a more current and accurate estimate from your local law enforcement agency.)
- d. Cite all data sources.

#### A.1.2 Target Population

Describe the characteristics of the population that will be targeted by this project and explain why this population was selected. Include demographic information, such as age, gender, socio-economic status, education level, etc., and describe the size of the target population. As a part of this section, applicants also must:

- a. Discuss the risk factors and challenges that affect this population.
- b. Support the description with statistical information, such as poverty rates; reports of child abuse; unemployment rates; juvenile and/or adult arrest rates; number of adults and/or youth on probation or parole; high school drop-out rates; high school academic performance index (API) scores; truancy rates; suspension/expulsion rates, etc.
- c. Include comparisons to statewide statistics, or to those of similar jurisdictions, and provide trend data from your own jurisdiction to illustrate the extent of the problem.
- d. Cite all data sources.

#### A.1.3 Target Area

Define the geographical boundaries of the area that the project will target (target area). Keep in mind that the target area must include at least a portion of the applicant city, but does not have to be confined to the city limits. The target area can cross city limits and county lines, and can include portions of more than one city or county. As a part of this section, applicants also must:

- a. Discuss reasons the target area was selected, over and above the characteristics of the target population. This could include descriptors related to environment or infrastructure, such as: land-locked by freeways, high concentration of liquor stores, lack of recreational facilities, dangerous parks where gangs congregate, etc.
- b. State whether the target area includes a designated Enterprise Zone. Five percent (5%) of the total points possible will be added to an applicant's score if the entire target area of the proposed project falls within an Enterprise Zone or if the entire Enterprise Zone falls within the target area. Two percent (2%) of the total points possible will be added to an applicant's score if a portion of the target area falls within an Enterprise Zone.

To be eligible for Enterprise Zone preference points, an applicant must include a Preference Points Certification Form in the Proposal Appendix. See Part I, Section F “Program Information” for more information on Enterprise Zone Preference Points.

## A.2 Project Description

### A.2.1 Planned Approach.

Describe the proposed project and explain how it will address the gang or youth violence problems identified in the Statement of Need. Explain whether the strategy is considered primarily prevention, intervention, reentry, education, job training and skills development, family and community services, suppression, or a combination thereof.

- a. As a part of this description, clearly identify a set of quantifiable objectives specific to the proposed project, e.g., 50 at-risk youth will be provided wraparound case management services; 60 students at-risk of gang involvement will receive tutoring and vocational training, 30 gang members will be targeted through the Safe Community Partnership strategy, etc. Objectives should be reasonable and aligned with the project description. Include a timeline for achieving each objective. The timeline should be comprehensive, carefully planned and realistic.
- b. The description should also include the following information:
  - What kinds of services will be provided?
  - Who will provide the services?
  - How will you identify and recruit individuals from within the target population to receive services?
  - How many individuals will receive services?
  - How will you track the progress of individuals that receive services?
- c. Proposals will be scored in part on how well they demonstrate the use of a coordinated regional approach, among a broad array of agencies.
- d. Complete the CalGRIP Focus Area Chart. Include this form in the Proposal Appendix.

**NOTE:** Additional points will be given to applicants that demonstrate they are using a program or strategy that is evidence-based. For purposes of this RFP, an evidence-based program or strategy is one that has been found to be effective based on rigorous evaluations. Applicants choosing to use an evidence-based program or strategy should review the guidelines listed in Part I, Section G of this RFP.

### A.2.2 Expected Outcomes.

Identify and describe measurable outcomes that correlate to each of the objectives identified above (e.g., reported gang-related incidents will be reduced by 50 percent for youth receiving case management services; school attendance rate will improve by 50 percent for students participating in tutoring program, etc.). As a part of this section, applicants also must:

- a. Explain how project staff will track outcomes to determine if the project is progressing as planned and on schedule. Describe how outcomes will be reported.
- b. Show a clear connection between project objectives (A.2.1.a), services and/or activities (A.2.1.b), and expected outcomes.

Please note that grant recipients may be required to work with an outside consultant who will assist in identifying relevant data for collection and reporting.

#### A.2.3 Project Implementation.

Describe agency roles and responsibilities within the scope of the proposed project. First, identify the agency that will have lead responsibility for implementing the proposed project (implementing agency), describing how that agency will carry out the proposed plan. In this section, applicants also must:

- a. Describe the implementing agency's organizational structure, including proposed staffing for this project, to demonstrate its ability to achieve the objectives and outcomes. Attach an Organizational Chart of the implementing agency in the Proposal Appendix to support an understanding of the organizational structure of the proposed project.
- b. Demonstrate that prospective project staffs have experience in working with the target population.
- c. Identify partner agencies/organizations that will take an active role in administering the proposed project and describe their roles and responsibilities within the scope of this project. At least 20 percent of requested funds must be distributed to one or more community-based organizations (CBOs). Identify how many CBOs you will partner with and describe in detail the services they will provide. Also, identify the CBOs or the process you will use to identify the CBOs.
- d. Complete the Partner Roles and Responsibilities Chart (accessible through Attachment D). Include this form in the Proposal Appendix.
- e. Provide a signed Operational Agreement (see Glossary for definition) in the Proposal Appendix for each partner agency/organization listed here, documenting the specific agreements between it and the implementing agency.

#### A.2.4 Coordinating and Advisory Council

Each grantee shall have a coordinating and advisory council. This group should have a meaningful role in the planning, coordination, implementation and monitoring of the proposed project. This advisory council can be either a new or existing group. It also can be a subset of an existing group, e.g., the county juvenile justice coordinating council. In this section, applicants must:

- a. Identify the membership of the advisory council, which must include: city officials; local law enforcement, including the chief of police, county sheriff, chief probation officer and district attorney; local educational agencies, including school districts and the county office of education; and, community-based organizations. Include a Membership Roster for the advisory council in the Proposal Appendix.
- b. Explain the role of the advisory council in developing the project proposal.
- c. Describe how the advisory council will monitor progress and hold the implementing agency accountable to the project objectives and outcomes.

## B. PROJECT BUDGET

The purpose of the project budget is to demonstrate how the applicant will implement the proposed project with the funds available through this program. The budget is the basis for management, fiscal review and audit. Project costs must be directly related to the objectives and activities of the project. The budget must cover the entire grant period. In the budget, include *only* those items covered by grant funds, including match funds.

The applicant should prepare a realistic and prudent budget avoiding unnecessary or unusual expenditures that detract from the accomplishment of the objectives and activities of the project. All of the following information is provided to assist in the preparation of the budget. Strict adherence to required and prohibited items is expected. *Where the applicant does not budget for a required item, the applicant assumes responsibility.* Failure of the applicant to include required budget items does not eliminate responsibility to comply with those requirements during the implementation of the project. The Project Budget consists of two sections (see below):

- B.1 Budget Narrative (3 pages)
- B.2 Budget Pages with Line-Item Detail

### Funding to Community-Based Organizations

Each city that receives a CalGRIP grant is required to distribute at least 20 percent of the grant funds it receives to one or more community-based organizations (CBOs) with whom it's partnering on the project. In the Budget Narrative, applicants must discuss how many CBOs they will partner with and what services they provide. Applicants must also identify these funds in the Line-Item Budget (under Operating Expenses).

### Matching Funds

Applicants may request up to \$400,000, but must provide a dollar-for-dollar (100 percent, cash or in-kind) match of all funds requested. This match may be a cash match, in-kind services or a combination of the two. A cash match is defined as any resource for which the applicant incurs an expense, including salaries, operating expenses and equipment. An in-kind match is defined as any resource which is contributed to the project without an expense to the applicant, such as volunteer hours. All in-kind match must be supported with an assessment of fair market value, which must be calculated in the budget as a numerical amount.

The match may be either new or existing funds as long as they support the activities of the proposed project. The match may be either local or federal funds as long as the funding source has not prohibited the use of those funds as match. *State funds cannot be used as matching funds in this program.* Applicants applying for technical assistance (as outlined in Part I, Section H) may not use that toward the match requirement. An applicant may pool its resources with partner agencies to meet the match requirement. If those resources are contributed to the grant project at no cost to the applicant, they would be reflected in the budget as an in-kind match.

The exact amount of the required match must be specified in the application budget in line-item detail. The match requirement is equal to the total amount of grant funds requested, and does not have to correlate to any specific budget line item or budget category. As long as the budget identifies line items with costs in the "Match" column that total to an amount equal to the total grant funds requested, then the budget has met the match requirement. Exceeding the match requirement is not allowable, and will not increase an applicant's score in the competitive process.



Projects may supplement grant funds with funds from other sources. However, since approved budget line items are subject to audit, an applicant should not include in the project budget matching funds in excess of the required match. Budgets are subject to Cal EMA modifications and approval.

For additional information concerning Cal EMA budget policy or to determine if specific proposed expenses are allowable, the applicant should refer to the *2009 Recipient Handbook*. The *2009 Recipient Handbook* provides helpful information for developing the proposal and is accessible at [www.calema.ca.gov](http://www.calema.ca.gov), by selecting *2009 Criminal Justice Programs Recipient Handbook* from the "Quick Links" list on the left-hand side of the home page. Contact the person listed in Part I, Section B of this RFP if you have additional budget questions.

#### B.1 Budget Narrative (3 pages)

The applicant is required to submit a narrative with the project budget. The narrative must be typed and placed in the proposal in front of the line-item budget pages. In the narrative, the applicant must describe:

- How the project's proposed budget supports the objectives and activities and outcomes.
- How funds are allocated to minimize administrative costs and support direct services.
- Which community-based organizations (CBOs) they will partner with (**OR** what process they will use to identify those CBO partners) and how they will allocate the required minimum 20 percent of grant funds to the CBOs .
- The duties of project-funded staff, including qualifications or education level necessary for the job assignment. (Note: This does not take the place of the brief justification required in the line-item budget.)
- How project-funded staff duties and time commitments support the proposed objectives and activities.
- Proposed staff commitment/percentage of time to other efforts, in addition the time allocated to this project.
- Mid-year salary range adjustments.
- The necessity for subcontracts and unusual expenditures.

#### B.2 Budget Pages with Line Item Detail

Cal EMA requires the applicant to develop a line-item budget, which will enable the project to meet the intent and requirements of the program and ensure the successful and cost-effective implementation of the project. On the Cal EMA Web site, there is an Excel workbook that contains a spreadsheet for each of the three budget categories listed below.

To access Cal EMA forms, go to [www.calema.ca.gov](http://www.calema.ca.gov), select the "(LEVS) Criminal Justice Grants RFAs/RFPs" section under the "Grants" tab, then select "Forms" from the "Related Links" section on the right. For this grant application, use Cal EMA Form 2-106c - Budget Category and Line Item Detail – With Percent Match.

- Personal Services – Employee Salaries/Benefits
- Operating Expenses
- Equipment

The left column of each budget category on the spreadsheet requires line-item detail, including the calculation and justification for the expense. Enter the amount of each line item including match in the correct columns of the Budget Category form. The Excel spreadsheet will automatically calculate each line item and round off to the nearest whole dollar. You may add extra rows if necessary. Excel will calculate the totals at the end of each budget category and the total project cost at the bottom of the last page. The total budget amount, including each

funding source and/or match amount, must correspond to the amount of the Total Project Cost (Block 10G) on the Grant Award Face Sheet (Cal EMA Form 2-101).

a. Personal Services – Salaries/Employee Benefits (Cal EMA Form 2-106c)

1) Salaries

Personal services include services performed by project staff directly employed by the applicant and must be identified by position and percentage of total salary. A line item is required for each different position/classification, but not for each individual employee. For example, if several people will be employed full-time or part-time in the same position/classification, provide the number of full-time equivalents (e.g., three half-time clerical personnel should be itemized as 1.5 clerical positions). Positions may be salaried or hourly, full-time or part-time. Sick leave, vacation, holidays, overtime and shift differentials must be budgeted as salaries. If the applicant's personnel have accrued sick leave or vacation time prior to the approval of grant funding, they may not take time off using project funds. Salaries for staff not directly employed by the applicant must be shown as participating staff (see *Recipient Handbook*, Section 4500) in the Operating Expenses category. Consultant services remain under Operating Expenses (see "Operating Expenses," below).

2) Benefits

Employee benefits must be identified by type and percentage of total salary. A line item detail is required for each different position/classification, but not for each employee. The applicant may use fixed percentages of salaries to calculate benefits. Budgeted benefits cannot exceed those already established by the applicant. Employer contributions or expenses for Social Security, employee life and health insurance plans, unemployment insurance, and/or pension plans are allowable budget items. Benefits, such as uniforms or California Bar Association dues, are allowable budget items if negotiated as a part of an employee benefit package.

b. Operating Expenses (Cal EMA Form 2-106c)

Operating expenses are defined as necessary expenditures outside of personal salaries, benefits and equipment. Such expenses may include specific items directly charged to the project and, in some cases, when permitted by the funding source, an indirect cost allowance. The expenses must be grant-related (i.e., to further the program objectives as defined in the grant award) and be encumbered during the grant period.

The following items fall within this category: consultant services such as subcontractors; participating staff who are not employed by the applicant; travel; office supplies; training materials; research forms; equipment maintenance; software equipment rental/lease; telephone; postage; printing; facility rental; vehicle maintenance; answering service fees; and other consumable items. Furniture and office equipment with an acquisition cost of less than \$5,000 (including tax, installation, and freight), and/or with a useful life of less than one year, fall within this category. Otherwise, these fall under equipment expenses. Salaries for staff not directly employed by the applicant must be shown as consultant and/or participating staff costs (whichever is applicable per *Recipient Handbook* Sections 3710 and 4500) under the Operating Expenses category. These costs must be supported by an Operational Agreement (OA), which must be kept on file by the recipient and made available for review during an Cal EMA site visit, monitoring visit or audit. If grant funds will be passed through the recipient agency to be operated by another agency, the staff from the second agency should be listed in the Operating Expenses category, instead of the Personal Services category. The required minimum

20 percent of grant funds to be distributed to community-based organizations should be listed in this category.

c. Equipment (Cal EMA Form 2-106c)

Equipment is defined as nonexpendable tangible personal property having *a useful life of more than one year* and an acquisition cost of \$5,000 or more per unit (including tax, installation, and freight).

A line item is required for different types of equipment, but not for each specific piece of equipment (e.g., three laser jet printers must be one line item, not three).

C. PROPOSAL APPENDIX

The Proposal Appendix provides Cal EMA with additional information from the applicant to support components of the proposal. These documents will not be counted toward the limit of 20 pages on the Project Narrative, and are the only allowable attachments that will be scored. Applicants can access Cal EMA forms through the electronic links provided in Part IV, Attachment D, or by going to [www.calema.ca.gov](http://www.calema.ca.gov), selecting the "(LEVS) Criminal Justice Grants RFAs/RFPs" section under the "Grants" tab, and then selecting "Forms" from the "Related Links" section on the right. The following documents must be included in the Proposal Appendix:

- Project Summary (Cal EMA Form 2-150)
- Organizational Chart for Implementing Agency (provided by the applicant)  
The organizational chart should clearly depict the structure of the implementing agency and the specific unit within the organization responsible for the implementation of the project. This chart should also depict supporting units within the organization (e.g., the Accounting Unit) and the lines of authority within the organization. Job titles on the organizational chart must match those in the Budget and Budget Narrative.
- CalGRIP Focus Area Chart
- Partner Roles and Responsibilities Chart  
On this form, list out all of the agencies with which you will partner on this project. Name the agency, and provide a brief description of their role and responsibilities.
- Operational Agreements Supporting Collaborative Partnerships (provided by the applicant or see Cal EMA Form 2-161)  
This may include Operational Agreements (OA), Memoranda of Understanding, Letters of Support, or any other document supporting the collaborative partnerships described in the Project Narrative. However, any transfer of funds between the implementing agency and another agency/organization must be documented in an OA. Any such OA must contain original signatures, titles and agency names for both parties and include dates effective for the proposed grant period. These documents must demonstrate a formal system of networking and coordination with other agencies and the applicant. A sample OA is provided in "Forms" on the Cal EMA Web site.
- Membership Roster of the Required Coordinating and Advisory Council (provided by the applicant)

- **Noncompetitive Bid Request Checklist (Cal EMA 2-156)**  
This form is only applicable if the applicant intends to contract with a private professional or commercial vendor for goods and services without using a competitive bid process. This form does not pertain to Operational Agreements with government agencies or private nonprofit CBOs.
- **Out of State Travel Request (Cal EMA 2-158)**  
This form is only applicable if the need for out-of-state travel is known at the time the proposal is submitted. Applicants selected for funding may submit this form with a Grant Award Modification if the need for out-of-state travel is identified after the Grant Award Agreement has been finalized.
- **Project Service Area Information (Cal EMA 2-154)**
- **Computer and Automated Systems Purchase Justification (Cal EMA 2-157)**  
This form is only applicable if the proposal budget includes costs for computer equipment, software, or related costs.

**GANG REDUCTION, INTERVENTION, AND PREVENTION PROGRAM  
PART III – POLICIES AND PROCEDURES**

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**NOTE:** The applicant is strongly encouraged to review the following sections before preparing the proposal.

- A. SELECTION OF PROPOSAL FOR FUNDING
  - B. FINALIZING THE GRANT AWARD AGREEMENT
  - C. ADMINISTRATIVE REQUIREMENTS
  - D. BUDGET POLICY
- 

A. SELECTION OF PROPOSAL FOR FUNDING

1. Proposal Rating

Eligible proposals received by the deadline are generally rated by a three member team. The rater scores are averaged and then ranked numerically. The Rating Form used for this process is included in Part IV of this RFP and is for informational purposes only.

2. Funding Recommendation

Final funding decisions are made by the Secretary of Cal EMA. Funding recommendations are based on the following:

- the ranked score of the proposal;
- consideration of funding priorities or geographical distribution specific to this RFP; and
- prior negative administrative and programmatic performance, if applicable.

Cal EMA reserves the right to conduct on-site reviews prior to making final funding recommendations. The Public Health Institute reserves the right to conduct on-site reviews before agreeing to provide technical assistance for the Safe Community Partnership strategy.

Projects previously funded by Cal EMA will be reviewed for poor past compliance, including fiscal management, progress and annual reports, audit reports, and other relevant documentation or information. This review may result in one or more of the following actions:

- a. the project may not be selected for funding;
- b. the amount of funding may be reduced; or
- c. grant award conditions may be placed in the Grant Award Agreement.

See Part IV, Attachment B for additional information regarding the Past Performance Policy.

3. Notification Process

Applicants will be notified in writing of the results of the rating process. Applicants not selected for funding will receive a denial letter containing their average score and information on the appeal process.

## B. FINALIZING THE GRANT AWARD AGREEMENT

### 1. Standard Project Funding Authority

Cal EMA does not have the authority to disburse funds until the Grant Award Agreement is fully executed. Expenditures incurred prior to authorization are made at the project's own risk and may be disallowed. When the executed grant is received, authorized expenditure reports may be submitted for reimbursement of expenditures incurred subsequent to the effective date of the grant award agreement.

If, during the term of the grant award, the state and/or federal funds appropriated for the purposes of the grant award are reduced or eliminated by the California Legislature or the United States Government, or in the event revenues are not collected at the level appropriated, Cal EMA may immediately terminate or reduce the grant award by written notice to the recipient. However, no such termination or reduction shall apply to allowable costs already incurred by the recipient to the extent state or federal funds are available for payment of such costs.

Cal EMA Grant Award Agreements are subject to applicable restrictions, limitations, or conditions enacted by the California Legislature and/or the United States Government, subsequent to execution of the Grant Award Agreement.

### 2. Processing Grant Awards

#### a. Grant Award Conditions

Cal EMA may add grant award conditions to the Grant Award Agreement prior to or after funding. If conditions are added, these will be discussed with the applicant and a copy of the conditions will be sent to the grant recipient when the conditions are made part of the Grant Award Agreement. Grant award conditions may include requirements for sole source justification, a computer feasibility study, or other requirements deemed necessary by Cal EMA.

#### b. Grant Award Agreement

A copy of the executed Grant Award Agreement and pertinent attachments will be sent to the Project Director. The applicant is not authorized to incur costs against the grant until a copy of the fully executed Grant Award Agreement is received. When the executed grant is received a Report of Expenditures and Request for Funds (Cal EMA 2-201) may be submitted for reimbursement.

#### c. Grant Award Amounts

When the amount of funds available is limited, Cal EMA may reduce the amount of the grant award from the amount requested by the applicant. In addition, Cal EMA reserves the right to negotiate budgetary changes with the applicant prior to executing the Grant Award Agreement. If either of these actions is required, Cal EMA will notify the applicant prior to executing the Grant Award Agreement.



## C. FINALIZING THE TECHNICAL ASSISTANCE AGREEMENT

The applicant selected to implement the Safe Community Partnership strategy will enter into a Technical Assistance Agreement with the technical assistance provider. Before providing technical assistance to recipients, the provider will require the recipient to sign an agreement governing the terms and conditions of the technical assistance.

## D. ADMINISTRATIVE REQUIREMENTS

The following requirements apply to projects selected for funding and are explained below for the recipient's planning purposes.

### 1. The *Recipient Handbook* (RH)

The *Recipient Handbook* is accessible on our Web site at [www.calema.ca.gov](http://www.calema.ca.gov). Look on the left side of the Cal EMA homepage under 'Quick links' for the Criminal Justice Programs Recipient Handbook or scroll over the "Justice Programs" tab, select "Grant Applications & Proposals (RFAs/RFPs)," and then look under the "Related Links" section for "*Recipient Handbooks*". The *Recipient Handbook* contains administrative information and requirements necessary to implement the project. Recipients must administer their grants in accordance with the *Recipient Handbook* requirements. Failure to comply with these requirements can result in the withholding or termination of the grant award.

The information below may be cross referenced with the *Recipient Handbook* by referencing the handbook section (RH) number.

### 2. Internet Access (RH 11500)

Funded projects are required to maintain Internet access with an established e-mail address. Grant funds may be used for this purpose.

### 3. Progress Reports and Data Collection (RH 10100)

Funded projects are required to participate in data collection and to submit progress reports required by the program. Projects are required to keep accurate records to document the information reported in the progress reports. The records must be kept by the project for a period of three years. During site/monitoring visits, Cal EMA will review these records for accuracy and compare them with the reported data submitted on the progress reports.

### 4. Quarterly Report of Expenditures/Request for Funds (RH 6300)

Government and education agencies receiving funds shall submit a Report of Expenditures and Request for Funds (Cal EMA 2-201) on a quarterly basis. This form is due within 30 calendar days of the end of the reporting period and must be submitted whether or not the project has incurred expenses. Delays in submitting the form Cal EMA 2-201 will result in the withholding of funds and may result in a recommendation to the Secretary of Cal EMA for termination of the grant award.

## 5. Technical Assistance/Site Visits (*RH 10300*)

Funded projects are assigned a Cal EMA program specialist to oversee the progress of the project in achieving its goals, objectives and compliance with the Grant Award Agreement. Program specialists are available to assist the recipient in the successful implementation of the project and in meeting the administrative requirements of the Grant Award Agreement. New projects should expect a site visit from the assigned program specialist within the first six months of the grant period. Follow-up site visits will be conducted periodically throughout the life of the grant. Projects may request a site visit to obtain technical assistance.

## 6. Monitoring Requirements (*RH 10400*)

A monitoring visit is an onsite assessment by staff to determine if the project is in compliance with the terms of the program, the Grant Award Agreement, the Program Guidelines, the RFA/RFP, and the Recipient Handbook. Projects will be monitored on a random or as-needed basis.

## 7. Audit Requirements (*RH 8100*)

To safeguard Cal EMA assets and to ensure that all funds are accounted for, Cal EMA requires that organizations receiving a Cal EMA grant award(s) be audited in accordance with Recipient Handbook section 8100.

## 8. Source Documentation (*RH 10111*)

Recipients will be required to maintain source documentation to support claimed expenditures and project accomplishments. Source documentation is defined as records used to validate project activities and achievements pertaining to the objectives outlined in the Grant Award Agreement. Recipients are to retain source documentation for progress reports on a quarterly basis, regardless of submission requirements. Requirements and definitions for program specific source documentation are delineated in the RFP instructions. Recipients will be required to have written job descriptions on file for positions funded by Cal EMA detailing specific grant-related activities to achieve project objectives.

## 9. Bonding Requirements (*RH 2160*)

Private community-based organizations and American Indian organizations are required to obtain and send to Cal EMA a notarized copy of a blanket fidelity bond or equivalent insurance contract applicable to officials and employees of Cal EMA-funded projects within 60 days of the signed Grant Award Agreement. Failure to comply with this requirement may result in the withholding of grant funds or termination of the Grant Award Agreement. The beneficiary named on the bond or an endorsement must include the "State of California, California Emergency Management Agency" and include the Grant Award number for identification purposes.

The time period covered by the bond must include the effective date and total time period of the grant, including extensions. The bond must be in an amount equal to 50 percent (50%) of the total grant award and may have a deductible in an amount not to exceed one percent (1%) of the bond.

A bond is not required of a recipient sponsored by units of government. CBOs sponsored by units of government may submit documentation indicating this in lieu of the bond or insurance contract, unless specifically required terms of the program or grant award conditions.

## 10. Copyrights, Rights in Data, and Patents (RH 5300-5400)

Cal EMA owns rights of and reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, and use, in whole or in part, material produced by activities supported by a Grant Award Agreement. These ownership rights are detailed in the Recipient Handbook.

## E. BUDGET POLICY

This document summarizes information on Cal EMA Budget Policy contained in the *Recipient Handbook*. Additional information may be obtained by accessing the *2009 Recipient Handbook* at [www.calema.ca.gov](http://www.calema.ca.gov). Look on the left side of the Cal EMA homepage under 'Quick links' for the Criminal Justice Programs Recipient Handbook, or scroll over the "Justice Programs" tab, select "Grant Applications & Proposals (RFAs/RFPs)," and then look under the "Related Links" section for "*Recipient Handbooks*".

### 1. Supplanting Prohibited (RH 1330)

Grant funds must be used to supplement existing funds for program activities and *not replace* funds appropriated for the same purpose. If selected for funding, a written certification must be provided to Cal EMA indicating grant funds will not be used to supplant existing funds. Potential supplanting will be the subject of application review, post-award monitoring, and audit. The rules on supplanting are found in Section 1330 of the *Recipient Handbook*.

### 2. Project Income (RH 6610)

Project income, such as client fees and fees for services provided by the recipient (i.e., training, presentations, etc.), asset forfeitures, profits from the sale of project products, and conference proceeds as the result of a direct trade of time or products for money must be used to offset or augment the grant, unless otherwise specified in the RFP instructions. Project income cannot be used as matching funds, unless otherwise specified in the RFP instructions.

### 3. Methods of Contracting and/or Procurement (RH 3400)

A competitive bid process is required to purchase equipment or consultant services with grant funds. Noncompetitive bid contracts are disfavored. Noncompetitive bid approval by Cal EMA program staff is required prior to the purchase of equipment in excess of \$5,000, or to hire a specific consultant charging over \$5,000. Local units of government may use their approved procurement policy except for contracts over \$50,000, which require prior Cal EMA approval. For organizations without a written procurement policy, a competitive bid process involves determining the specifications for the items needed and obtaining at least three bids from different vendors. Whenever a specific individual/organization name is identified in the project budget, a narrative describing the competitive bid process or a sole-source procurement (noncompetitive bid) request will be required. Cal EMA will provide assistance in submitting a noncompetitive bid request if the proposal is selected for funding and if Cal EMA determines it is in the best interest of the project. These procedures do not apply to funds shared with participating agencies under the terms of an Operational Agreement (see Section 4500, *Recipient Handbook*).

### 4. Match Requirements (RH 6500)

The RFP Instructions (Part II) may specify a cash or in-kind match. When used to augment the project, expenditures for items such as Personal Services, Operating Expenses or Equipment are considered match if not in violation of the prohibition on supplanting. Match must be specified in the

budget and will become part of the Grant Award Agreement. Specific instructions for calculating the match are provided below. There are examples of how to calculate the match requirement in Sections 6550-6550.2 of the *Recipient Handbook*.

a. State Funds Matching State or Federal Funds (*RH 6522*)

State funds and technical assistance provided by the Public Health Institute cannot be used as matching funds in this program. Federal funds can be used as matching funds only if the following conditions are met:

- 1) the other funding source does not prohibit this practice;
- 2) the funds are to be used for identical activities (e.g., to augment the project); and
- 3) the project has obtained prior written approval from Cal EMA or the terms of the program allow this practice.

b. Type of Match

1) Cash Match (*RH 6511*)

Cash match, also known as hard match, is often derived from the local funding resources committed to a project such as county general fund revenue, United Way contributions, private donations or profits from fund-raising events. When used to augment the project, cash expenditures for items such as personnel, facilities and supplies may be considered cash match if not in violation of the prohibition on supplanting. A cash match must be specifically identified by line item as match in the budget.

2) In-Kind Match (*RH 6512*)

In-kind match, also known as soft match, refers to goods and services which are contributed to the project, have a dollar value attached to them, and are also budgeted. In-kind contributions represent the project's non-cash outlay, including the non-cash outlay contributed by other public agencies and institutions, private organizations, and individuals. Examples include the donation of goods and volunteer time. In general, the value of in-kind contributions is determined by fair market value, which must be separately identified in the budget.

5. Travel Policies (*RH 2236*)

The following is Cal EMA's current travel policy:

a. Travel and Per Diem (*RH 2236*)

The applicant may prepare the budget using its own travel policy or the state travel policy according to the following guidelines. Travel reimbursement will only be allowed based on actual costs.

1) Units of Government

Units of government may use their own written travel policy or the state policy.

2) Community-Based Organizations (CBOs)

A community-based organization may use the state travel policy or the applicant's written policy up to the maximum rates allowed by the state travel policy.

b. State Travel and Per Diem Policy (*RH 2236.2*)

Use the following state travel policy for budgeting travel expenses:

1) Out-of-State Travel

Out-of-state travel is restricted and only allowed in exceptional situations. Requests for approval for out-of-state travel must be submitted for Cal EMA approval.

2) Meals and Incidentals

a) Breakfast \$6.00

Breakfast may be claimed when travel commences at or prior to 6:00 a.m. Breakfast may be claimed on the last fractional day of a trip of more than 24 hours if travel terminates at or after 8:00 a.m.

b) Lunch \$10.00

Lunch may not be claimed for travel less than 24 hours. Lunch may be claimed if the trip begins at or before 11:00 a.m. and may be claimed on the last fractional day of a trip of more than 24 hours if the travel terminates at or after 2:00 p.m.

c) Dinner \$18.00

Dinner may be claimed if the trip begins at or before 5:00 p.m. Dinner may be claimed when travel terminates at or after 7:00 p.m., whether on a one-day trip or on the last day of a trip of more than 24 hours.

d) Incidentals \$6.00

Incidentals may be claimed for trips of 24 hours or more.

e) Total Per Diem

The maximum is \$40.00 for a 24-hour period.

3) Lodging

The maximum allowed lodging expense is \$84.00, plus applicable taxes, (except as noted below). Lodging receipts are required for reimbursement.

4) Special Lodging Rates

The maximum allowed lodging rate in Los Angeles and San Diego counties is \$110.00, plus applicable taxes. The maximum for Alameda, San Francisco, San Mateo, and Santa Clara counties is \$140.00, plus applicable taxes.

## 5) Mileage

When a privately owned vehicle is utilized on project-related business, a maximum of 55.5 cents per mile is allowed, unless a higher rate is justified. Documentation justifying a higher rate must be on file and available for audit, but should not be submitted with the proposal.

## 6) Other

Taxi, airport shuttle, etc., which exceed \$3.50 must be supported by receipt. Parking in excess of \$10.00 must be supported by receipt.

6. Participating Staff (*RH 4500*)

The term “participating staff” refers to salaried employees of a participating agency assigned to work with the recipient on the implementation of a project. The agreement between the recipient and the participating agency concerning participating staff must be reflected in the OA. Grant related costs associated with participating staff must be itemized in the Operating Expenses category of the grant budget.

7. Independent Contractor/Consultant Services (*RH 3710*)

Consultant services are provided on a contractual basis by individuals or organizations not directly employed by the applicant. Independent contractors must not be used in lieu of employees. Independent contractors are defined as individuals or organizations meeting some or all of the following criteria:

- produce a specific product or service;
- work independently without direct supervision from the applicant;
- work on specific projects;
- provide services for a limited number of hours or period of time; and/or
- have no agency management or oversight responsibilities directed toward the financial success or direction of the agency

## a. Rates (3710.1)

The maximum rate for independent contractors is \$250.00 per hour (excluding travel and subsistence costs). Compensation over \$250.00 per hour requires additional justification and **prior approval** from Cal EMA.

## 1) Independent Contractors Employed by State and Local Government

Compensation for independent contractors will be allowed when the unit of government will not provide its services without cost. In these cases, the rate of compensation is not to exceed the daily salary rate paid by the unit of government.

b. Expert Witness Fees (*RH 3710.2*)

Projects, which routinely utilize “expert witnesses” as independent contractors to conduct evaluations and provide expert testimony in the courtroom, may budget for this expense. However, the project may only be charged for costs above what the jurisdiction is required to cover. The maximum allowable rate for such witness fees is \$250.00 per hour up to \$2,000



per day. The total amount budgeted for expert witness fees must not exceed ten percent (10%) of the project's total budget. Requests for proposed expert witness costs must be accompanied by written justification indicating the following:

- qualifications, training, and experience of the expert(s), including a statement regarding recognition by the court of the individual as an expert;
- specialized certification/licensure [e.g., Masters in Social Work (MSW); Licensed Clinical Social Worker (LCSW), Marriage and Family Therapist (MFT); Medical Doctor (MD)];
- rate of pay per hour including documentation of a survey of the availability of similar consultants, the current "going rate," and the proposed rate of pay with a cost breakdown if expert is paid according to services (e.g., mileage, waiting time, court testimony);
- proposed services to be provided (e.g., analysis of forensic evidence, psychological evaluation); and
- justification why this cost cannot be paid with other funds [attach the justification to Cal EMA 2-106 (formerly OES A303b)].

8. Facility Rental (*RH 2232*)

Up to \$21.00 per square foot annually (\$1.75 per square foot per month) is allowed for facility rental. If the rental cost for office space exceeds this rate, it must be consistent with the prevailing rate in the local area. This documentation must be on file and available for audit and should not be submitted with the proposal.

a. Rental Space for Training and Counseling Rooms (*RH 2232.1*)

Rental space for training and individual and/or group counseling rooms may also be charged to the grant, providing the charge is based on actual costs and not reimbursed by another source.

9. Rented or Leased Equipment (*RH 2233*)

An explanation and cost analysis is required when equipment is rented or leased. This analysis must demonstrate that it is more cost-effective to rent or lease the equipment than it is to purchase it, and must be approved by Cal EMA prior to the execution of a rental or lease agreement.

10. Indirect Costs/Administrative Overhead (*RH 2220*)

Indirect costs are those not readily itemized or assignable to a particular project, but necessary to the operation of the organization and the performance of the project. The costs of operating and maintaining facilities, accounting services, and administrative salaries are examples of indirect costs. Flat rates not exceeding ten percent (10%) of personnel salaries (excluding benefits and overtime) or five percent (5%) of total direct project costs (excluding equipment) may be budgeted by applicant for indirect costs if allowable by the funding source.

11. Audits (*RH 8150*)

Recipients expending between \$25,000 and \$499,999 in federal or state funds annually cannot use federal funds to reimburse for costs associated with audits. Recipients expending \$500,000 or more in federal grant funds annually are required to secure an audit pursuant to OMB Circular A-133 and are allowed to utilize federal grant funds to budget for the audit costs.

Specifically, the allowable audit costs are as follows:

- if the total project cost is less than or equal to \$150,000, the project may budget up to \$2,000 for the financial audit cost; or
- if the total project cost is greater than \$150,000, the project may budget up to one and a half percent (1.5%) of the total grant for financial audit costs.

## 12. Equipment (*RH 2300*)

Equipment is defined as nonexpendable tangible personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit (including tax, installation and freight).

A line item is required for different types of equipment, but not for each specific piece of equipment (e.g., three laser jet printers should be one line item, not three).

### a. Allowable Expenses

Equipment used solely for project activities may be budgeted if it is essential to the implementation of the project. Grant funds may not be used to reimburse the recipient for equipment already purchased.

Rented or leased equipment must be budgeted as an Operating Expense. Lease-to-purchase agreements are generally not allowable. If a lease-to-purchase is requested, the project will be required to submit justification, including cost-effectiveness, with the Grant Award Forms Package. Prior approval by Cal EMA is required.

### b. Computers and Automated Equipment (*RH 2340*)

#### 1) Community-Based Organizations (*RH 2342.1*)

Community-based organizations may budget up to \$25,000 in computer equipment, software, and related costs. Justification will be required if the proposal is selected for funding. Cal EMA will evaluate the proposed purchase on the basis of grant-related need. Prior approval by Cal EMA is required.

#### 2) Units of Government (*RH 2342.2*)

Units of government may budget for computer equipment, software, and related costs. Justification will be required if the proposal is selected for funding. Cal EMA will evaluate the proposed purchase on the basis of grant-related need. Cal EMA must give approval prior to purchase. If federal grant funds totaling in excess of \$100,000 are used for automated data processing purchases, prior federal approval is also required.

#### 3) Computer Purchase Justification (*RH 2341*)

Approval for purchases of computers and automated equipment is contingent on the applicant's ability to demonstrate cost-effective, project-related need which is best demonstrated by clearly relating each computer system or component to the grant objectives and activities. If selected for funding, the applicant will be sent instructions for preparing the justification.

c. Automobiles (*RH 2331*)

Automobiles are not allowable items unless permitted by the terms of the program. If an automobile is included in the budget, substantial justification demonstrating the grant-related need will be required before finalization of the Grant Award Agreement. The justification must describe the need for the automobile, including the size of service area, the need to provide direct service away from the office, and the reason why the agency will not allow personal automobile usage during work hours. A cost analysis for automobile purchase, as compared to other options including lease and personal automobile use and mileage, must be done and kept on file for review by Cal EMA program staff during a site visit, monitoring visit, and/or audit.

13. Prohibited Expense Items (*RH 2240*)

a. Bonuses and Commissions (*RH 2241*)

Projects are prohibited from paying any bonus or commission to any individual, organization or firm unless specifically authorized by the terms of the program

b. Lobbying (*RH 2242*)

Refer to *RH 2242.1* for an extensive list of prohibited activities.

c. Fundraising (*RH 2243*)

Cal EMA grant funds cannot be used for organized fundraising including financial campaigns, endowment drives, solicitation of gifts and bequests, or similar expenses incurred solely to raise capital or obtain contributions.

d. Real Property and Improvements (*RH 2244*)

Real property, including land, land improvements, structures and their attachments, and structural improvements and alterations are not allowable expenditures unless specifically authorized in the RFP instructions.

e. Interest (*RH 2245*)

The cost of interest payments is not an allowable expenditure, unless the cost is a result of a lease/purchase agreement.

f. Charges, Fees, and Penalties (*RH 2245*)

Finance charges, late payment fees, penalties, and returned check charges are not allowable expenditures.

g. Food and Beverages (*RH 2246*)

The cost of food and/or beverages at grant-sponsored conferences, meetings or office functions is not an allowable expenditure.

h. Weapons and Ammunition (*RH 2247*)

The cost of weapons and/or ammunition of any type is not an allowable expenditure, unless it is part of a governmental negotiated benefit package or is specifically authorized in the RFP instructions.

i. Membership Dues (*RH 2248*)

The cost of membership dues for the licensing or credentialing of professional personnel is not an allowable expenditure unless it is part of a governmental negotiated benefit package or is specifically authorized in the RFP instructions.

j. Professional License (*RH 2248*)

The cost of a professional license is not an allowable expenditure unless specifically authorized in the RFP instructions.

k. Annual Professional Dues or Fees (*RH 2248*)

The cost of professional dues or fees is not an allowable expenditure unless it is part of a governmental negotiated benefit package or is specifically authorized by the RFP instructions.

l. Depreciation (*RH 2249*)

Equipment costs may not include additional costs calculated for depreciation.

**GANG REDUCTION, INTERVENTION, AND PREVENTION PROGRAM  
PART IV – ATTACHMENTS**

**PROVEN EVIDENCE-BASED CRIME AND VIOLENCE PREVENTION AND INTERVENTION PROGRAMS  
(Organized by greatest outcome)**

**Attachment A**

<b>PROVEN PROGRAMS</b>	<b>DESCRIPTION</b>	<b>TARGET POPULATION</b>	<b>OUTCOMES</b>	<b>CONTACT INFORMATION</b>
<b>DELINQUENCY &amp; RECIDIVISM</b>				
Nurse Family Partnership (NFP)	NFP consists of intensive and comprehensive home visitation by nurses during a woman's pregnancy and the first two years after birth of the woman's first child. While the primary mode of service delivery is home visitation, the program depends upon a variety of other health and human services in order to achieve its positive effects.	Low-income, at-risk pregnant women bearing their first child	38.2% reduction in recidivism for mothers  15.7% reduction in recidivism for children	<a href="http://www.nursefamilypartnership.org">www.nursefamilypartnership.org</a>
Functional Family Therapy (FFT)	Aimed at youth at risk for and/or presenting with delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. Often these youth present with additional co-morbid challenges such as depression. FFT requires as few as 8-15 sessions of direct service time for commonly referred youth and their families, and generally no more than 26 total sessions of direct service for the most severe problem situations.	Youth, aged 11-18	18.1% reduction in recidivism	<a href="http://www.fftinc.com">www.fftinc.com</a>
Multidimensional Treatment Foster Care (MTFC)	Community families are recruited, trained, and closely supervised to provide MTFC-placed adolescents with treatment and intensive supervision at home, in school, and in the community; clear and consistent limits with follow-through on consequences; positive reinforcement for appropriate behavior; a relationship with a mentoring adult; and separation from delinquent peers.	Teenagers with histories of chronic and severe criminal behavior at risk of incarceration and those with severe mental health problems	17.9% reduction in recidivism	<a href="http://www.mtfc.com">www.mtfc.com</a>
Aggression Replacement Training (ART)	The ART program is a multimodal psycho-educational intervention designed to alter the behavior of chronically aggressive adolescents and young children. The goal of ART is to improve social skill competence, anger control, and moral reasoning.	Aggressive and violent adolescents aged 12 to 17	8.3% reduction in recidivism	The US Center for ART <a href="http://www.uscart.org/new.htm">http://www.uscart.org/new.htm</a>
Multisystemic Therapy (MST)	MST is an intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juvenile offenders. The multisystemic approach views individuals as being nested within	MST targets chronic, violent, or substance abusing male or female juvenile	7.7% reduction in recidivism	<a href="http://www.mstservices.com">www.mstservices.com</a>

PROVEN PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
	a complex network of interconnected systems that encompass individual, family, and extrafamilial (peer, school, neighborhood) factors. Intervention may be necessary in any one or a combination of these systems.	offenders, ages 12 to 17, at high risk of out-of-home placement, and the offenders' families		
<b>SUBSTANCE USE</b>				
Life Skills Training (LST)	The results of over a dozen studies consistently show that LST dramatically reduces tobacco, alcohol, and marijuana use. These studies further show that the program works with a diverse range of adolescents, produces results that are long-lasting, and is effective when taught by teachers, peer leaders, or health professionals.	Middle/junior high school students (initial intervention in grades 6 or 7)	50%-75% reduction in tobacco, alcohol, & marijuana use	<a href="http://www.lifeskillstraining.com">www.lifeskillstraining.com</a>
Project Toward No Drug Abuse (Project TND)	Project TND is an effective drug abuse prevention program that targets heterogeneous samples of high school-age youth. Reductions in cigarette smoking, alcohol use, marijuana use, hard drug use, and victimization have been revealed at one- and two-year follow-up periods. It has been tested at traditional and alternative high schools using true experimental design.	High school youth, ages 14 to 19	22% prevalence reduction in 30-day marijuana use  26% prevalence reduction in 30-day hard drug use	<a href="http://tnd.usc.edu/">http://tnd.usc.edu/</a>
<b>ANTISOCIAL BEHAVIOR</b>				
Big Brothers/Big Sisters (BBBS)	Service delivery is by volunteers who interact regularly with a youth in a one-to-one relationship. Agencies use a case management approach, following through on each case from initial inquiry through closure. The case manager screens applicants, makes and supervises the matches, and closes the matches when eligibility requirements are no longer met or either party decides they can no longer participate fully in the relationship.	Youth (aged 6 to 18) from single parent homes	About 33% less likely than control youth to hit someone	<a href="http://www.bbbs.org">www.bbbs.org</a>
Olweus Bullying Prevention Program (BPP)	BPP is a universal intervention for the reduction and prevention of bully/victim problems. The main arena for the program is the school, and school staff has the primary responsibility for the introduction and implementation of the program. All students within a school participate in most aspects of the program. Additional individual interventions are targeted at students who are identified as bullies or victims of bullying.	Students in elementary, middle, and junior high schools	Reduction in reports of bullying and victimization  Reduction in general antisocial behavior such as vandalism, fighting, theft and truancy	<a href="http://www.olweus.org">www.olweus.org</a>



PROVEN PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
Promoting Alternative Thinking Strategies (PATHS)	PATHS promotes emotional and social competencies and reducing aggression and behavior problems in elementary school-aged children. PATHS has been field-tested and researched with children in regular education classroom settings, as well as with a variety of special needs students (deaf, hearing-impaired, learning disabled, emotionally disturbed, mildly mentally delayed, and gifted).	Elementary school aged-children in the classroom	Decreased report of conduct problems, including aggression  Increased ability to tolerate frustration	Prevention Research Center <a href="http://www.prevention.psu.edu/projects/PATHS.html">www.prevention.psu.edu/projects/PATHS.html</a>
The Incredible Years	The Incredible Years is a set of three comprehensive, multi-faceted, and developmentally-based curriculums for parents, teachers and children designed to promote emotional and social competence and to prevent, reduce, and treat behavior and emotion problems in young children. The program is aimed at children ages 2-10, at risk for and/or presenting with conduct problems (defined as high rates of aggression, defiance, oppositional and impulsive behaviors).	Children, ages two to ten, at risk for and/or presenting with conduct problems	Reductions in peer aggression in the classroom  Reductions in conduct problems at home & school	<a href="http://www.incredibleyears.com">www.incredibleyears.com</a>

**PROMISING EVIDENCE-BASED CRIME AND VIOLENCE PREVENTION AND INTERVENTION PROGRAMS**  
(Organized by greatest outcome)

PROMISING PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
<b>DELINQUENCY &amp; RECIDIVISM</b>				
Seattle Social Development Project (SSDP)	This universal, multidimensional intervention decreases juveniles' problem behaviors by working with parents, teachers, and children. It incorporates both social control and social learning theories and intervenes early in children's development to increase prosocial bonds, strengthen attachment and commitment to schools, and decrease delinquency.	General population and high-risk children (those with low socioeconomic status and low school achievement) attending grade school and middle school	15.7% reduction in recidivism	Richard Catalano, Ph.D. Email: <a href="mailto:rico@u.washington.edu">rico@u.washington.edu</a>

PROMISING PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
Family Integrated Transitions (FIT)	FIT provides integrated individual and family services to juvenile offenders who have mental health and chemical dependency disorders during their transition from incarceration back into the community. The goals of the FIT program include lowering the risk of recidivism, connecting the family with appropriate community supports, achieving youth abstinence from alcohol and other drugs, improving the mental health of the youth, and increasing prosocial behavior.	10-17 year olds	10.2% reduction in recidivism	Eric W. Trupin, Ph.D. Email: <a href="mailto:trupin@u.washington.edu">trupin@u.washington.edu</a>
Guiding Good Choices (GGC)	GGC is a family competency training program that promotes healthy, protective parent-child interactions and reduces children's risk for early substance use initiation. It is based on the social development model, which theorizes that enhancing protective factors such as effective parenting practices will decrease the likelihood that children will engage in problem behaviors.	Families of middle school children who resided in rural, economically stressed neighborhoods	7.2% reduction in recidivism	<a href="http://www.channing-bete.com/ggc">http://www.channing-bete.com/ggc</a>
TeamChild	A Washington State-based program providing legal (civil) and community advocacy services to juvenile offenders. TeamChild addresses the underlying causes of juvenile delinquency by advocating for education, mental & medical health services, safe living situations and other supports.	Juvenile offenders	9.7% reduction in recidivism	<a href="http://www.teamchild.org/">http://www.teamchild.org/</a>
Parent-Child Interaction Therapy (PCIT)	PCIT is aimed at conduct-disordered young children, placing emphasis on improving the quality of the parent-child relationship and changing parent-child interaction patterns. In PCIT, parents are taught specific skills to establish a nurturing and secure relationship with their child while increasing their child's prosocial behavior and decreasing negative behavior.	2-7 year old children	5.1% reduction in recidivism	<a href="http://pcit.php.ufl.edu/">http://pcit.php.ufl.edu/</a>

PROMISING PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
Behavior Monitoring & Reinforcement Program (BMRP)	BMRP is a school-based intervention helps prevent juvenile delinquency, substance use, and school failure for high-risk adolescents. It targets juvenile cynicism about the world and the accompanying lack of self-efficacy to deal with problems. BMRP provides a school environment that allows students to realize that their actions can bring about desired consequences, and it reinforces this belief by eliciting participation from teachers, parents, and individuals. Students are eligible for inclusion if they demonstrate low academic motivation, family problems, or frequent or serious school discipline referrals.	The program can be used in both low-income, urban, and racially-mixed and middle-class, suburban junior high schools	Less self-reported delinquency, school-based problems and unemployment  Fewer county court records than peers	Brenna Hafer Bry, Ph.D. Email: <a href="mailto:bbry@rci.rutgers.edu">bbry@rci.rutgers.edu</a>
<b>SUBSTANCE USE</b>				
Striving Together to Achieve Rewarding Tomorrows (CASASTART)	CASASTART targets youth in high risk environments, and seeks to reduce their exposure to drugs and criminal activity. The program seeks to decrease individual, peer group, family and neighborhood risk factors through case management services, after-school and summer activities, and increased police involvement. CASASTART also works to improve attachment to adults, attachment to prosocial norms, school performance, and participation in prosocial activities/peer groups.	Youth, ages 11-13, living in severely distressed neighborhoods	Less likely to report use of any drugs, gateway drugs, or stronger drugs  Lower levels of violent crime  Less likely to be involved in drug sales	<a href="http://www.casastart.org">www.casastart.org</a>
Project Northland	Project Northland is a community-wide intervention designed to reduce adolescent alcohol use. The program includes six years of programming spanning seven academic years and is multi-level, involving individual students, parents, peers, and community members, businesses, and organizations.	Sixth, seventh, eighth, ninth, eleventh and twelfth grade students from rural, lower-middle class to middle class communities	Decreased tendencies to use alcohol  Less alcohol, cigarette, and marijuana use	<a href="http://www.hazelden.org/web/go/projectnorthland">http://www.hazelden.org/web/go/projectnorthland</a>
Strengthening Families (SFP)	SFP is a universal, family-based intervention which enhances parents' general child management skills, parent-child affective relationships, and family communication. Based on a developmental model, SFP assumes that increasing the family's protective processes while decreasing its potential risk factors can alter a child's future, so that problem behaviors can be reduced or avoided. In addition, the program seeks to delay the onset of adolescent alcohol and substance use by improving family practices.	Sixth-grade students and their families	Lower rates of alcohol initiation  30-60% relative reductions in alcohol use and being drunk	<a href="http://www.extension.iastate.edu/sfp/">http://www.extension.iastate.edu/sfp/</a>

PROMISING PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
Strong African American Families Program (SAAF)	SAAF is a family-centered program designed to prevent alcohol use and abuse among rural African American youth and improve the parenting practices of the significant caregivers responsible for them.	Rural African American youth, ages 10-12, and their primary caregivers	Reduced initiation of alcohol use & slowed increase in use over time  Developed stronger youth protective factors	Center for Family Research <a href="http://www.cfr.uga.edu/">http://www.cfr.uga.edu/</a>
Project ALERT	Project ALERT is a focused, classroom-based adolescent substance abuse prevention program. The program was designed to motivate students against drug use, to provide skills and strategies for resisting use, and to establish non-use attitudes and beliefs. The program addresses tobacco, alcohol, marijuana, and inhalants, the substances teens are most likely to use.	Middle grade students, ages 12-14, and in rural and urban settings and in both schools with low and high minority populations	30% reduction in initiation of marijuana use  60% reduction in current marijuana use	<a href="http://www.projectalert.com">www.projectalert.com</a>
<b>ANTISOCIAL BEHAVIOR</b>				
Good Behavior Game (GBG)	GBG is a classroom management strategy designed to improve aggressive/disruptive classroom behavior and prevent later criminality. It is implemented when children are in early elementary grades in order to provide students with the skills they need to respond to later, possibly negative, life experiences and societal influences.	Early elementary school children	Less aggressive and shy behaviors  Better peer nominations of aggressive behavior  Reduction in levels of aggression for males	<a href="http://www.hazelden.org/web/public/pax.page">http://www.hazelden.org/web/public/pax.page</a>
PROMISING PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
Brief Strategic Family Therapy (BSFT)	BSFT adopts a structural family systems framework to improve youth's behavior problems by improving family interactions that are presumed to be directly related to the child's symptoms.	Children and adolescents between 8 and 17 years of age	Significant reductions in Conduct Disorder and Socialized Aggression	Center for Family Studies <a href="http://www.cfs.med.miami.edu/Docs/Training.htm">http://www.cfs.med.miami.edu/Docs/Training.htm</a>
FAST Track	The FAST Track is a comprehensive intervention from 1st through 6th grades for high-risk children and teens. The program is designed to prevent antisocial behaviors through the promotion of child competencies and improved school context, parent-school relationships, and parenting skills. Program components include a classroom curriculum, tutoring, home visiting, group skills training, mentoring, and various individualized services.	Grade 1-6 Rural and urban areas for boys and girls of varying ethnicity, social class, and family composition	Better overall ratings by observers on children's aggressive, disruptive, and oppositional behavior in the classroom.	<a href="http://www.fasttrackproject.org">http://www.fasttrackproject.org</a>

PROMISING PROGRAMS	DESCRIPTION	TARGET POPULATION	OUTCOMES	CONTACT INFORMATION
I CAN PROBLEM SOLVE	ICPS is a school-based intervention that trains children in generating a variety of solutions to interpersonal problems, considering the consequences of these solutions, and recognizing thoughts, feelings, and motives that generate problem situations.	All children, but especially effective for young (age 4-5), poor, and urban students	Less impulsive and inhibited classroom behavior  Better problem-solving skills	Dr. Myrna B. Shure <a href="http://www.thinkingpreteen.com">http://www.thinkingpreteen.com</a>
Linking the Interests of Families and Teachers (LIFT)	LIFT is a school-based intervention for the prevention of conduct problems such as antisocial behavior, involvement with delinquent peers, and drug/alcohol use. The main goal of LIFT is to decrease children's antisocial behavior and increase their pro-social behavior.	First and fifth grade elementary school boys and girls and their families living in at-risk neighborhoods characterized by high rates of juvenile delinquency	Decrease in physical aggression on the playground  Significant increase in positive social skills and classroom behavior	Oregon Social Learning Center <a href="http://www.oslc.org">http://www.oslc.org</a>

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**CALIFORNIA GANG REDUCTION, INTERVENTION AND PREVENTION PROGRAM  
SUMMARY OF THE PAST PERFORMANCE POLICY  
ATTACHMENT B**

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The following is a summary of Cal EMA's Past Performance Policy. A complete copy may be obtained by sending a written request to the Director of Grants Management at:

California Emergency Management Agency  
Law Enforcement and Victim Services Division  
3650 Schriever Avenue  
Mather, CA 95655  
Attn: Gang Violence Section  
Fax: (916) 323-9633

1. General Policy

This policy is intended to penalize existing recipients having serious performance problems and will be utilized only in connection with the RFP process on the awarding of grants for new funding cycles. It was developed in consultation with Cal EMA's advisory groups.

2. Penalty Levels

Level A: Complete disqualification from RFP process.

Level B: 10% point reduction of total possible points from an applicant's score.

3. Standard for Invoking A Penalty

The standard for invoking either penalty is dependent upon the recipient's compliance with grant terms and conditions (excluding minor incident(s) of noncompliance).

a. Serious Performance Problems Eligible For Consideration

Performance problems which would qualify under this policy include, but are not limited to:

- 1) significant failure to account for use of funds, mishandling/misuse of funds, fraud or embezzlement, or other material accounting irregularities or violation(s), as documented in an audit report, monitoring report, police report, or other similar objective documentation;
- 2) violation(s) of material statutory requirements related to the grant;
- 3) a willful or grossly negligent violation of a Cal EMA policy, or Terms of the Program, but **only after** the recipient had been provided:
  - a) technical assistance by Cal EMA, including a site visit if necessary, to remedy the violation;
  - b) at least one written notice (per violation); and
  - c) a reasonable opportunity to remedy the violation.

Written notice of serious performance problems will be provided to the recipient's executive officer. Failure to remedy the violation may negatively impact the recipient's eligibility for future funding.

It is not necessary for a criminal conviction to have occurred for Cal EMA to consider actions appearing to constitute fraud, embezzlement, mishandling of funds or other types of statutory violations. Cal EMA must only have reliable evidence this conduct occurred. Moreover, only properly documented performance problems will be considered.

## b. Factors Considered

In determining an appropriate penalty, factors to be considered include, but are not limited to:

- 1) the seriousness of the problem;
- 2) whether the problem identified was intentional;
- 3) whether the problem revealed dishonest behavior by the applicant;
- 4) whether the interests of the State or the public were harmed by the problem;
- 5) whether the problem or problems were a one-time occurrence or represent an ongoing pattern of behavior;
- 6) whether the problem was documented objectively; and
- 7) whether Cal EMA attempted to assist the recipient in remedying the problem.

## c. Specific Examples

Performance problems are considered on a case-by-case basis and take the totality of the circumstances into consideration. The following examples are not intended to be binding or restrictive of Cal EMA's authority to determine the appropriate penalty in a particular case:

- 1) Cal EMA conducts a visit of a project and makes the following findings:
  - a) the shelter failed to pay overtime on two occasions;
  - b) three timesheets did not contain a supervisor's approval; and
  - c) the project's doors opened at 9:30 a.m. instead of 9:00 a.m. as stated on its RFP proposal.

A corrective action plan is developed and the recipient takes steps to address the findings. Communication with the recipient four months later shows the findings have been corrected.

**Penalty: None**

- 2) One year ago, an audit discovered that a project employee embezzled \$300 of Cal EMA funds. The audit concludes this occurred in part due to inadequate management controls and supervision by the project. The employee was fired and the case submitted to the district attorney's office for prosecution. The recipient has implemented new accounting and management policies and procedures, and promises to better supervise its employees. No other problems with the recipient are known.

**Penalty: Level B**

- 3) A project has agreed to provide victim advocacy services in County X. The recipient spends \$40,000 on non grant related expenses and does not provide the services. This is documented in the site visit report. The project's Progress Reports to Cal EMA report that the services are being provided. Cal EMA refers the matter to the district attorney for prosecution, but no additional steps have yet to be taken.

**Penalty: Level A**

## 4. Notification to the Applicant and Appeal of Decision

A letter will be sent by certified mail to the applicants that are denied funding due to past performance problem(s). The applicant shall be provided with a summary of why the performance problem penalty was invoked. The applicant is entitled to appeal the denial of funding on the same basis as other appeals of denial of funding, pursuant to the Appeals Guidelines.



**CALIFORNIA GANG REDUCTION, INTERVENTION AND PREVENTION PROGRAM****GLOSSARY OF TERMS  
ATTACHMENT C**

TERM	DEFINITION
Activity	The specific steps or actions that a project takes to achieve a measurable objective.
Administrative Agency or Recipient	The agency or organization designated on the Grant Award Face Sheet (Cal EMA 2-101) is the programmatic Recipient of the grant funds and will accomplish the planned objectives and program goals. The Recipient was formerly referred to as the "Grantee".
Application	Once selected for funding, the original proposal plus any additional forms as required by Cal EMA becomes the application. This application, once signed by Cal EMA and the local government agency or organization authorized to accept grant funding, becomes the Grant Award/Grant Award Agreement (Cal EMA 2-101).
CFR	Code of Federal Regulations
Community-based Organization (CBO)	A nonprofit, public benefit corporation.
Competitive Bid	A contract process used when all suppliers are equally or nearly equally qualified to provide the services.
Equal Employment Opportunity Plan (EEOP)	A comprehensive plan that analyzes the agency's workforce and all agency employment practices to determine their impact on the basis of ethnicity and gender. The objective of the EEOP is to ensure nondiscrimination in all areas of employment (recruitment, hiring, promotions, etc), and in the delivery of services and benefits.
Equal Employment Opportunity (EEO) Checklists	An EEO Checklist is a document used by program staff while conducting site/monitoring visits. The checklists (A and B) were prepared to assist Cal EMA in verifying that recipients are in compliance with State and Federal Civil Rights Laws.
Grant Award Agreement	The signed final agreement between Cal EMA and the local government agency or organization authorized to accept grant funding. (See Application.)
Grant Funding Cycle	The number of years a program may be funded without competition. A funding cycle is typically three years.
Grant Funding Period	The period of time, determined by the Request for Proposal (RFP) or the Request for Application (RFA), which the project narrative, objectives, activities, and budget cover. The time period is usually one year, and is shown on the Grant Award Face Sheet (Cal EMA 2-101) (formerly OES A301).

Implementing Agency	The agency or organization designated on the Grant Award Face Sheet that is responsible for the day-to-day operation of the project (e.g., probation department, district attorney, sheriff).
Monitoring Report Response Form	Form sent to the Recipient with the Monitoring report. The form is completed by the Recipient and returned to the Cal EMA Local Assistance Monitoring Branch (LAMB), indicating the Monitoring Report is accurate or inaccurate as of the date of the Monitoring.
Noncompetitive Bid (NB)	A contract for goods or services, where only a single source that can provide the services or goods is afforded the opportunity to offer a price for the specified services or goods. (Contracts sometimes include goods as well as services, and this definition will also apply to those circumstances.)
Nonprofit Organization (aka Community-Based Organization)	<p>A nonprofit, public benefit corporation as defined in the federal regulation of 28 C.F.R. Part 38, Department of Justice. This modifies the need to be recognized by the Internal Revenue Service as a 501(c)(3) for recipients of faith-based organizations. All organizations may qualify for nonprofit status using any one of the four following methods:</p> <ol style="list-style-type: none"> <li>(1) Proof that the Internal Revenue Service recognizes the applicant has the status of a 501(c)(3).</li> <li>(2) A statement from a State taxing body or the State Secretary of State certifying that (i) the Organization is a nonprofit organization operating within the State; and (ii) No part of its net earnings may lawfully benefit any private shareholder or individual:</li> <li>(3) A certified copy of the applicant's certificate of incorporation or similar document that clearly establishes the nonprofit status of the applicant; or</li> <li>(4) Any item described in (1) through (3) if that item applies to a State or national parent organization, together with a statement by the State or parent organization that the applicant is a local nonprofit affiliate.</li> </ol>
Objectives	A set of quantifiable projections to be carried out in order to accomplish the program goals.
On Site	Refers to the location of operation of the grant award recipient. If multiple sites exist, the site that provides the project recipients with program direction qualifies as the "on site location."
Operational Agreement (OA)	A formal agreement between two or more agencies, which specifies the responsibilities of each agency in implementing the project. The term Operational Agreement also includes documents entitled Memorandum of Understanding, Letters of Intent, or other titles that serve the same purpose.
Participating Agency	An organization that receives grant funds through an Operational Agreement to participate in achieving the goals of a project. The participating agency must be a unit of government or a community-based organization.
Participating Staff	A salaried employee of a Participating Agency.

Program	A specific set of goals and objectives established pursuant to legislative, congressional, or administrative action identifying an unmet need of the criminal justice system or victim services and supported by a set appropriation from state or federal funding sources.
Project	The implementation of a Program by a Recipient. The project includes all of the grants implemented by the Recipient under that Program regardless of the year of implementation.
Proposal	The packet of forms and narrative as requested by the RFP and submitted to Cal EMA that specified the priorities, strategies, and objectives of the applicant.
Recipient Handbook	This handbook outlines the terms and conditions required of grant projects. Funded projects must administer their grants in accordance with these administrative and fiscal conditions. The <i>Recipient Handbook</i> is accessible at <a href="http://www.calema.ca.gov">www.calema.ca.gov</a> . Look on the left side of the Cal EMA homepage under 'Quick links' for the Criminal Justice Programs Recipient Handbook or scroll over the "Justice Programs" tab, select "Grant Applications & Proposals (RFAs/RFPs)," and then look under the "Related Links" section for " <i>Recipient Handbooks</i> ". The <i>Recipient Handbook</i> was previously called the " <i>Grantee Handbook</i> ".
Request for Application (RFA)	The RFA is a noncompetitive process issued by Cal EMA to obtain applications from applicants previously selected for funding.
Request for Proposal (RFP)	The Request for Proposal is issued by Cal EMA to solicit competitive proposals in order to select projects for funding.
Single Source	This term has been replaced by the term "noncompetitive bid".
Sole Source	This term has been replaced by the term "noncompetitive bid".
Source Documentation	Records that validate project activities and achievements as they pertain to the objectives outlined in the Grant Award Agreement.
Supplanting	To reduce federal, state, or local funds because of the existence of Cal EMA funds. Supplanting occurs when a Recipient deliberately replaces its non-Cal EMA funds with Cal EMA funds, thereby reducing the total amount available for the stated purpose.
Terms of the Program	The applicable Program Guidelines, application requests [Request for Proposal (RFP)/Request for Application (RFA)], grant award agreement, Cal EMA policy statements, and applicable statutes. In the event the terms of the program are inconsistent with the provisions of this handbook, the terms of the program shall be interpreted and construed as superseding the provisions of this handbook.
USC	United States Code

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**CALIFORNIA GANG REDUCTION, INTERVENTION AND PREVENTION PROGRAM  
RFP FORMS  
ATTACHMENT D**

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Click on one of the links below to access the corresponding form. Save the form to your hard drive before filling it out. To access the complete list of forms go to [www.calema.ca.gov](http://www.calema.ca.gov), scroll over the “Justice Programs” tab, select “Grant Applications & Proposals (RFAs/RFPs),” then look under the “Related Links” section for “Forms”. Or, paste the following link into your browser:

**[http://www.oes.ca.gov/WebPage/oesWebsite.nsf/OESBranchContentPortal?ReadForm&type=Forms&look=Grant%20Applications%20and%20Proposals%20\(RFAs/RFPs\)&Div=Law+Enforcement+and+Victim+Services+\(LEVS\)&Branch=Grant%20Applications%20and%20Proposals%20\(RFAs/RFPs\)Forms](http://www.oes.ca.gov/WebPage/oesWebsite.nsf/OESBranchContentPortal?ReadForm&type=Forms&look=Grant%20Applications%20and%20Proposals%20(RFAs/RFPs)&Div=Law+Enforcement+and+Victim+Services+(LEVS)&Branch=Grant%20Applications%20and%20Proposals%20(RFAs/RFPs)Forms)**

[Checklist](#)

[Coversheet](#)

[CalGRIP Eligibility Form](#)

[Enterprise Zone Preference Points Certification \(Cal EMA 2-155\)](#)

[Grant Award Face Sheet and Instructions \(Cal EMA 2-101\)](#)

[Project Contact Instructions and Information \(Cal EMA 2-102\)](#)

[Signature Authorization and Instructions \(Cal EMA 2-103\)](#)

[Certification of Assurance of Compliance \(Cal EMA 2-104\)](#)

[Project Narrative \(Cal EMA 2-108\)](#)

[Application Budget \(Cal EMA 2-106\) – Budget Narrative \(Cal EMA 2-107\)](#)

[Budget Forms with Line Item Detail \(Excel spreadsheet format\) – Cal EMA 2-106c. With % Match](#)

[Project Summary \(Cal EMA 2-150\)](#)

[CalGRIP Focus Area Chart](#)

[Partner Roles and Responsibilities Chart](#)

[Sample Operational Agreement \(Cal EMA 2-161\)](#)

[Noncompetitive Bid Request Checklist \(Cal EMA 2-156\) If Applicable](#)

[Out-Of-State Travel Request \(Cal EMA 2-158\) If Applicable](#)

[Project Service Area Information \(Cal EMA 2-154\)](#)

[Computer and Automated Systems Purchase Justification \(Cal EMA 2-157\) If Applicable](#)

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**CALIFORNIA GANG REDUCTION, INTERVENTION AND PREVENTION (CalGRIP)  
PROGRAM FOR CITIES  
COMPETITIVE REQUEST FOR PROPOSALS (RFP)  
RATING FORM  
ATTACHMENT E**

[This section to be completed by Cal EMA or OGYVP staff.]

**APPLICANT:** \_\_\_\_\_

**FUNDS REQUESTED:** \_\_\_\_\_

**Safe Community Partnership:** ☐ Yes ☐ No

**Enterprise Zone Preference Points:** ☐ 5% (15 pts) ☐ 2% (6 pts) ☐ 0

**Evidence-Based Practice Points:** ☐ 15 pts ☐ 5 pts ☐ 0

**CATEGORY**

**POINTS POSSIBLE**

**A.1 STATEMENT OF NEED** 105 (35%)

**A.2 PROJECT DESCRIPTION** 165 (55%)

**B. PROJECT BUDGET** 30 (10%)

**TOTAL:** 300

This Rating Form is included in the RFP for the information of the applicant only. Do not return this form with the Proposal. Each of the above categories contains questions or instructions assigned a point value. The point scale is divided into four columns, labeled **Weak**, **Satisfactory**, **Above Average**, and **Exceptional**. The applicant's response to each question is evaluated on the following criteria:

**Weak:** The response does not completely address the question(s), or a response was not provided. Information presented does not provide a good understanding of the applicant's intent, does not give detailed information requested by the RFP, or does not adequately support the proposal or the intent of the program.  
*Note: A score of zero (0) will be given only if the applicant does not respond to the question(s).*

**Satisfactory:** The response addresses the question(s) and adequately supports the proposal and the intent of the program.

**Above Average:** The response is clear and detailed and presents a persuasive argument supporting the proposal and the intent of the program.

**Exceptional:** The response is clear, detailed and relevant and presents a compelling argument supporting the proposal and the intent of the program.

	Weak	Satisfactory	Above Average	Exceptional
<b>A.1 STATEMENT OF NEED</b>				
<b>A.1.1 Gang and Youth Violence Problem.</b>				
<b>A.1.1</b> To what extent does the applicant describe a serious gang or youth violence problem affecting the community? This description should indicate whether, in what ways, and why the problem is getting better or worse (or holding steady). Applicants should describe the types of violence, other crimes and gang activity committed; how the violence and gangs impact various aspects of the community; and the causes of the violence.	0-4	5-10	11-16	17-20
	Score: _____			
<b>a. – d.</b> To what extent does the applicant support the description with a range of relevant statistical information (e.g., crime incidents; crime rates per capita; crime trends; gang-related crimes; number of gangs identified by law enforcement; number of gang members validated by law enforcement, etc.)? Does the applicant include trend data and relevant comparisons to statewide statistics, or to those of similar jurisdictions, that aid in illustrating the extent of the problem? Is the two-year gang homicide data clearly identified? Does the applicant provide the sources for all of its data?	0-4	5-10	11-16	17-20
	Score: _____			
<b>A.1.2 Target Population.</b>				
<b>A.1.2</b> To what extent does the applicant describe the characteristics of the population to be targeted by this project, and explain why this population was selected? Does the applicant include demographic information (age, gender, socio-economic status, education level, etc.) and describe the size of the target population?	0-3	4-8	9-12	13-15
	Score: _____			
<b>a.</b> To what extent does the applicant include a discussion of relevant risk factors and challenges that affect this population?	0-2	3-5	6-8	9-10
	Score: _____			
<b>b. – d.</b> To what extent does the applicant support the description with a range of relevant statistical information (e.g., demographic profiles; poverty levels; reports of child abuse; unemployment rates; adult or juvenile arrest rate; number of adults and/or youth on probation or parole; high school drop-out rates; high school academic performance index (API) scores; truancy rates; suspension/expulsion rates, etc.)? Does the applicant include trend data and relevant comparisons to statewide statistics, or to those of similar jurisdictions, that aid in illustrating the needs of the target population? Does the applicant provide the sources for all of its data?	0-4	5-10	11-16	17-20
	Score: _____			

**A.1.3 Target Area.**

**A.1.3** Does the applicant clearly define the geographical boundaries of the area that will be targeted by the project, and does that target area include at least a portion of the applicant city?

0-2      3-5      6-8      9-10

**Score:** \_\_\_\_\_

**a.** To what extent does the applicant discuss reasons the target area was selected, over and above the characteristics of the target population? This could include descriptors related to environment or infrastructure, such as: land-locked by freeways, high concentration of liquor stores, lack of recreational facilities, parks where gangs congregate, etc.

0-2      3-5      6-8      9-10

**Score:** \_\_\_\_\_

**A.1 STATEMENT OF NEED SUB-TOTAL:**

\_\_\_\_\_   
 (write score here then transfer to   
 Rating Form cover page)

**Weak**      **Satisfactory**      **Above Average**      **Exceptional**

**A.2 PROJECT DESCRIPTION****A.2.1 Planned Approach.**

**A.2.1** To what extent does the applicant describe the proposed project and explain how it will address the gang or youth violence problems identified in the Statement of Need? To what extent does the applicant explain whether the strategy is considered primarily prevention, intervention, reentry, education, job training and skills development, family and community services, suppression, or a combination thereof?

0-4      5-10      11-16      17-20

**Score:** \_\_\_\_\_

**a.** To what extent does the applicant identify a set of quantifiable objectives (e.g., 50 at-risk youth will be provided wraparound case management services; 60 students at-risk of gang involvement will receive tutoring and vocational training, 30 gang members will be targeted through the Safe Community Partnership strategy, etc.)? Are the objectives reasonable and aligned with the project description?

0-3      4-8      9-12      13-15

**Score:** \_\_\_\_\_



<b>b.</b> To what extent does the applicant include the following components in its description: <ul style="list-style-type: none"> <li>• What kinds of services will be provided?</li> <li>• Who will provide the services?</li> <li>• How they will identify and recruit individuals from within the target population to receive services?</li> <li>• How many individuals will receive services?</li> <li>• How they will track the progress of individuals that receive services?</li> </ul>	0-3	4-8	9-12	13-15
<b>Score: _____</b>				
<b>c.</b> To what extent does the applicant demonstrate the use of a coordinated, regional approach, among a broad array of agencies?	0	1-2	3-4	5
<b>Score: _____</b>				
<b>A.2.2 Expected Outcomes.</b>				
<b>A.2.2</b> To what extent does the applicant identify and describe measurable outcomes that correlate to the objectives identified in Section A.2.1 (e.g., school attendance rate will improve by 50 percent for youth receiving case management services; gang-related incidents reported by police and school personnel will be reduced by 50 percent for students participating in tutoring, etc.)?	0-4	5-10	11-16	17-20
<b>Score: _____</b>				
<b>a.</b> To what extent does the applicant include a reasonable explanation of how project staff will track outcomes to determine if the project is progressing as planned and on schedule? To what extent has the applicant planned for meaningful reporting of that information? Are the objectives reasonable and aligned with the project description and timeline?	0-2	3-5	6-8	9-10
<b>Score: _____</b>				
<b>b.</b> To what extent does the applicant illustrate a clear connection between project objectives, activities or services and measurable outcomes?	0	1-2	3-4	5
<b>Score: _____</b>				
<b>A.2.3 Project Implementation.</b>				
<b>A.2.3</b> To what extent does the applicant describe agency roles and responsibilities within the scope of the proposed project, clearly identifying the agency that will have lead responsibility for implementing the proposed project and describing how that agency will carry out the proposed plan?	0-3	4-8	9-12	13-15
<b>Score: _____</b>				
<b>a.</b> To what extent does the implementing agency's organizational structure – including proposed staffing for this project – support its ability to achieve the objectives and outcomes? Does the organizational chart support this description?	0-2	3-5	6-8	9-10
<b>Score: _____</b>				
<b>b.</b> To what extent does the applicant demonstrate that prospective project staffs have sufficient experience in working with the target population?	0	1-2	3-4	5
<b>Score: _____</b>				

<b>c.</b> To what extent do partner agencies/organizations take an active part in carrying out or administering the proposed project? To what extent does the applicant identify the CBOs they plan to partner with (or the process they will use to identify CBOs) and describe in detail the services they will provide (to meet the 20 percent requirement)?	0-2	3-5	6-8	9-10
<b>Score: _____</b>				
<b>d.</b> Does the "Partner Roles and Responsibilities Chart" support the applicant's narrative description of how other agencies/organizations will participate in the grant project?	0	1-2	3-4	5
<b>Score: _____</b>				
<b>e.</b> To what extent do the signed Operational Agreements (see Glossary for definition) for each of the partner agencies/organizations listed provide details documenting the specific agreements between them and the implementing agency?	0-2	3-5	6-8	9-10
<b>Score: _____</b>				
<b>A.2.4 Coordinating and Advisory Council.</b>				
<b>a.</b> Does the applicant identify the membership of the advisory council, and are required members included (city officials; local law enforcement, including the chief of police, county sheriff, chief probation officer and district attorney; local educational agencies, including school districts and the county office of education; and, community-based organizations)? Does the membership roster support this statement?	0-2	3-5	6-8	9-10
<b>Score: _____</b>				
<b>b. – c.</b> Does the applicant explain the role of the advisory council in developing the project proposal? Does the applicant describe how the advisory council will monitor progress and hold the implementing agency accountable to the project objectives and outcomes?	0-2	3-5	6-8	9-10
<b>Score: _____</b>				
<b>A.2 PROJECT DESCRIPTION SUB-TOTAL:</b> <div style="text-align: right; margin-top: 10px;">           _____  <i>(write score here, then transfer to Rating Form cover page)</i> </div>				

	Weak	Satisfactory	Above Average	Exceptional
<b>B. PROJECT BUDGET</b>				
<b>B.1 Budget Narrative.</b>				
How well does the budget narrative support the objectives, activities and outcomes described in the project narrative? Did the applicant address the following issues?	0-3	4-8	9-12	13-15
<ul style="list-style-type: none"> <li>How funds are allocated to minimize administrative costs and support direct services.</li> <li>How many CBOs they will partner with and what services they provide (to meet the 20 percent requirement).</li> <li>The duties of project-funded staff, including qualifications or education level necessary for the job assignment.</li> <li>How project-funded staff duties and time commitments support the proposed objectives and activities.</li> <li>Proposed staff commitment/percentage of time to other efforts, in addition to the time allocated to this project.</li> <li>The necessity for subcontracts and unusual expenditures.</li> </ul>	Score: _____			
<b>B.2 Budget Pages with Line Item Detail.</b>				
How well are funds allocated in the Budget Pages with Line-Item Detail? How well do the line items support the objectives, activities and outcomes described in the project narrative?	0-3	4-8	9-12	13-15
<ul style="list-style-type: none"> <li>Did the applicant clearly show that 20 percent of grant funds requested will be allocated to one or more community-based organizations?</li> </ul>	Score: _____			
<b>B. BUDGET SUB-TOTAL:</b>	_____ (write score here, then transfer to Rating Form cover page)			